

LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

MEETING TO BE HELD AT 2.00 PM ON TUESDAY, 25 FEBRUARY 2020
IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS

A G E N D A

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

In accordance with the requirements of the LEP Board Members' Code of Conduct, members have an obligation to review their register of interests before each meeting and to declare any interests.

If an interest has not been entered onto the LEP's register, then members must disclose the interest at any meeting at which they are present and where they have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.

3. EXCLUSION OF THE PRESS AND PUBLIC

4. MINUTES OF THE MEETING HELD ON 16 JANUARY 2020 (Pages 1 - 8)

5. PANEL AND COMMITTEE REPORTS

(a) GREEN ECONOMY PANEL

(Led by: Simon Pringle)
(Pages 9 - 14)

(b) PLACE PANEL

(Led by: Cllr Tim Swift)
(Pages 15 - 18)

6. RESPONSE TO STORMS CIARA AND DENNIS

(Led by: Alan Reiss, Authors: Justin Wilson & Henry Rigg)
(Pages 19 - 24)

- 7. GOVERNANCE ARRANGEMENTS**
(Led by: Caroline Allen, Authors: Katie McLean & Liz Davenport)
(Pages 25 - 66)
- 8. STRENGTHENED LOCAL ENTERPRISE PARTNERSHIPS**
(Led by: Roger Marsh, Author: Katie McLean)
(Pages 67 - 76)
- 9. LOCAL INDUSTRIAL STRATEGY**
(Led by: Alan Reiss, Author: Emma Longbottom)
(Pages 77 - 80)
- 10. BREXIT**
(Led by: Alan Reiss, Authors: Alex Clarke & Marc Adams)
(Pages 81 - 86)
- 11. TRADE & INVESTMENT FORWARD PLAN 2020/2021**
(Led by: Brian Archer, Author: David Shepherd)
(Pages 87 - 90)
- 12. CULTURE, SPORT AND MAJOR EVENTS**
(Led by: Alan Reiss, Author: Karen Durham)
(Pages 91 - 116)
- 13. CORPORATE PERFORMANCE**
(Led by: Ben Still, Authors: Jon Sheard & Louise Porter)
(Pages 117 - 130)

For Information

- 14. MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY
HELD ON 9 JANUARY 2020**
(Pages 131 - 140)
- 15. DATE OF NEXT MEETING**
The next meeting will be held on 1 April 2020.



**MINUTES OF THE MEETING OF THE
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD
HELD ON THURSDAY, 16 JANUARY 2020 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Roger Marsh OBE DL (Chair)	Leeds City Region Enterprise Partnership
Professor Bob Cryan CBE	University of Huddersfield
Nicola Greenan	East Street Arts
Kate Hainsworth	Leeds Community Foundation
Amir Hussain	Yeme Architects
Joanna Robinson	Mansfield Pollard (Chair, Business Communications Group)
Andrew Wright	A W Hainsworth Ltd (Chair, Business Innovation & Growth Panel)
Councillor Andy D'Agorne (Substitute)	York Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Graham Swift (Substitute)	Harrogate Borough Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Shabir Pandor	Kirklees Council

In attendance:

Professor Simon Pringle	Project Rome
Angela Taylor	LEP/West Yorkshire Combined Authority
Caroline Allen	LEP/West Yorkshire Combined Authority
Ruth Chaplin	LEP/West Yorkshire Combined Authority
Melanie Corcoran	LEP/West Yorkshire Combined Authority
Alan Reiss	LEP/West Yorkshire Combined Authority
Brian Archer	LEP/West Yorkshire Combined Authority
Emma Longbottom	LEP/West Yorkshire Combined Authority
Henry Rigg	LEP/West Yorkshire Combined Authority
James Hopton	LEP/West Yorkshire Combined Authority
Catherine Lunn	LEP/West Yorkshire Combined Authority

66. Chair's Comments

The Chair reported that this would be Nicola Greenan's last meeting and he thanked her on behalf of the Board for her contributions and involvement both as a member of the Board and the Inclusive Growth and Public Policy Panel.

Members welcomed Brian Archer who had recently joined the Combined Authority as Director of Economic Services.

67. Apologies for Absence

Apologies for absence were received from Adam Beaumont, Rashik Parmar, Mandy Ridyard, Mark Roberts and Councillors Keith Aspden, Richard Cooper, Denise Jeffery, Carl Les and Tim Swift.

68. Declarations of Interest

In accordance with the requirements of the LEP Board Members' Code of Conduct, Members were reminded of their obligations to review their individual register of interests before each LEP Board meeting and to declare any interests.

69. Exclusion of the Press and Public

There were no items on the agenda requiring the exclusions of the press and public.

70. Minutes of the meeting held on 21 November 2019

Resolved: That the minutes of the meeting held on 21 November 2019 be approved and signed by the Chair.

71. Panel and Committee Reports

The Board discussed and noted the Panel and Committee reports which were presented for information.

The Business Innovation and Growth Panel had met in November 2019 and the report provided an update on the items considered at the meeting. Members welcomed the Productivity Pilot which had been launched in November 2019 and suggested that this could be more widely promoted. It was noted that an update on the MIT REAP Leeds project would be brought to a future meeting.

In respect of the Employment and Skills Panel, it was noted that a decision was expected in the near future in respect of the bid for funding submitted through a recent ESF Skills for Growth call. The proposed programme will support businesses to engage with the full breadth of the education landscape and is currently progressing through the Combined Authority's internal approval process.

It was reported that the Apprenticeship Levy Transfer Service had been launched and Members were asked for their help in raising awareness of the service among their networks.

Members noted the Transport Fund update which summarised the review that had been undertaken of the West Yorkshire plus Transport Fund. The Board noted the outcome of the review and the commitment to borrow £217 million to meet the programme costs. The proposals for the revised funding

programme for all projects were outlined in the submitted report. Approval would be sought from the Combined Authority for the revised baseline allocation and the revised programme dates for each project which were attached at Appendices 1 and 2 of the submitted report.

The Panel and Committee Chairs were thanked for their updates.

Resolved: That the Panel and Committee reports be noted.

72. Leeds City Region Local Assurance Framework

The Board considered a report of the Directors of Delivery and Corporate Services which provided an update on progress relating to changes proposed to the Leeds City Region Local Assurance Framework arising from its annual review.

It was noted that the review is undertaken to strengthen the compliance of the Local Assurance Framework to the National Local Growth Assurance Framework (January 2019) and the Strengthened Local Enterprise Partnership report (July 2018) and in accordance with guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

Members noted the minor changes which had been made to the draft Assurance Framework and noted that the document had been reviewed by the Combined Authority Senior Leadership Team and Cities and Local Growth Unit had provided their informal input. It would also be considered by the Governance & Audit Committee, Investment Committee and Combined Authority. The Overview & Scrutiny Committee would also have an opportunity to discuss the review and provide input at their forthcoming meeting.

The document is to be submitted to Government by 28 February 2020. The Board thanked officers for the work undertaken to update the document and it was agreed that approval of the Assurance Framework be delegated to the LEP's Chief Executive (the Combined Authority's Managing Director) in consultation with the LEP Chair and the Combined Authority Chair following consideration by the Combined Authority on 6 February 2020.

Resolved:

- (i) That the changes made to the Local Assurance Framework, as set out in the submitted report be noted.
- (ii) That the substantive form of the draft updated assurance framework document be approved.
- (iii) That the LEP Board delegates authority to the LEP's Chief Executive (the Combined Authority's Managing Director) in consultation with the LEP Chair and the Combined Authority Chair to approve the Local

Assurance Framework on behalf of the LEP, further to its consideration by the Combined Authority on 6 February 2020.

73. Strengthened Local Enterprise Partnerships

The Board considered a report of the Director of Policy, Strategy and Communications on *Strengthened Local Enterprise Partnerships*.

Members discussed the report which sought decisions on remaining issues, including geography, so the Leeds City Region's future Local Enterprise Partnership (LEP) arrangements comply with the Government's requirements set out in the *Strengthened Local Enterprise Partnerships* review.

It was noted that the deadline for the LEP to be compliant with the Government requirements is 31 March 2020.

In respect of geography, it was acknowledged that the LEP's first preference is to maintain the status quo covering the whole Leeds City Region. However because of the Government's requirement to remove overlapping geographies, the Leeds City Region LEP Board had previously agreed to seek to create a new LEP covering the whole of West Yorkshire, North Yorkshire and York. Unfortunately, following lengthy discussions there is insufficient support in the membership of the York and North Yorkshire LEP for a merger to go ahead at the present time. In the absence of a representative from North Yorkshire being able to attend, Councillor Carl Les had sent the Chair of the LEP Board an email outlining North Yorkshire County Council's views in respect of the report which were shared with the meeting. It was noted that North Yorkshire County Council did not support the proposal for districts to have non-constituent status.

The Board therefore reluctantly agreed to change its geography to comply with Government guidelines for local enterprise partnerships from 31 March 2020. The new LEP would continue to be known as the Leeds City Region Enterprise Partnership (LEP) and will cover the districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield. It was stressed that strong partnership arrangements would continue to be maintained with regional partners to ensure that the region's economic priorities continue to be delivered and future investment continues to have maximum benefit for the wider region's economy. In noting the financial implications through meeting Government's requirements, the Board welcomed the ongoing discussions to keep the situation under review, working collaboratively with partners and Government to ensure maximum benefit is delivered for the region and its constituent authorities. A report on proposals for maintaining existing strong partnership arrangements within a new formal governance structure would be brought to the next meeting.

The process of change was noted and it was agreed that a letter be sent to Ministers from the LEP Chair prior to the end of March 2020 confirming compliance with the terms of strengthening LEPs.

Resolved:

- (i) That the Board recognises that while maintaining the current arrangements are its first choice, this is outside of the Government's requirements as set out in *Strengthened LEPs*. The Board therefore reaffirms its second preference for a single LEP covering the whole of West Yorkshire, North Yorkshire and York as required by the Government's *Strengthened LEPs* review, but notes that achieving this arrangement requires the agreement of key stakeholders across that region including the York, North Yorkshire and East Riding LEP, which is currently not forthcoming.
- (ii) That subject to the merger not proceeding, the Board agrees to revise the geography of the Leeds City Region LEP to the local authority areas of Bradford, Calderdale, Kirklees, Leeds and Wakefield from 31 March 2020, while retaining the name of Leeds City Region and proactively strengthening collaboration with neighbouring LEPs.
- (iii) That the Board endorses the ambition of district authorities in the Leeds City Region to secure non-constituent status of the West Yorkshire Combined Authority or future Mayoral Combined Authority, and notes that consideration is being given to the establishment of a Joint Committee for the Leeds City Region, York and North Yorkshire.
- (iv) That the Board notes progress on the work underway to recruit future private sector LEP Board members that reflect the diversity of the City Region and enable the LEP to meet gender balance requirement and otherwise ensure the LEP complies with Government's requirements.
- (v) That the Board affirms its commitment to ongoing discussions and keep the situation under review, working collaboratively with partners and Government to ensure maximum benefit is delivered for the region and its constituent authorities.

74. Local Industrial Strategy

The Board considered a report of the Director of Policy, Strategy and Communications which provided an update on the development of a Local Industrial Strategy (LIS).

Members were advised that because of the recent General Election and the uncertainty around Brexit, it was proposed that the LIS will be submitted in March 2020 although this was subject to any changes in Government policy.

It was noted that throughout the development process, health has been identified as key to the productivity challenge. The West Yorkshire and Harrogate (WYH) Health Partnership and the LEP had hosted a roundtable event in October and areas of shared interest were identified and these were outlined in the submitted report. Members discussed and welcomed the

proposal to work collaboratively with the West Yorkshire and Harrogate Health Partnership on the developing health and growth agenda.

It was reported that wide ranging consultation had been undertaken as part of the development of the LIS. A full summary of the consultation, which had had a significant influence on identified priorities, was attached at Appendix 1 to the submitted report.

Resolved:

- (i) That the progress made be noted.
- (ii) That the LEP Board agrees to the proposal to work collaboratively with the West Yorkshire and Harrogate Health Partnership on the developing health and growth agenda across the areas outlined in paragraphs 2.8 to 2.11 of the submitted report.

75. Review of Inclusive Growth for Business Grants

The Board considered a report of the Head of Business Support which provided an update on the effectiveness of securing inclusive growth commitments from recipients of LEP business grants.

It was noted that as part of the Combined Authority and LEP's commitment to creating an economy that works for all, inclusive growth criteria have been developed for recipients of business grants from the LEP's various business support programmes. The criteria was outlined in Appendix 1 and in welcoming the progress to date, the Board endorsed the continued implementation of the inclusive growth criteria and associated commitments, for all business support programmes with a grant element. It was noted that the LEP currently delivers nine business support programmes with grant elements for businesses and these were listed in Appendix 2.

Resolved:

- (i) That the Board welcomes the good progress to date on the implementation of the inclusive growth criteria for recipients of business grants.
- (ii) That the criteria and associated commitments continue to be implemented across all business support programmes with grant elements.

76. Economic Reporting and Brexit Assessment

The Board considered a report of the Director of Policy, Strategy and Communications which provided an update on the latest economic and business intelligence and activity around Brexit.

The report and appendices covered the main local, national and international economic developments and included an update in respect of Brexit.

Resolved: That the report and appendices be noted.

77. LEP and Combined Authority Business Planning & Budget 2020/21

The Board considered a report of the Director of Corporate Services on the LEP and Combined Authority business planning and budget 2020/21.

Members noted the work underway to progress business and budget planning for 2020/21. The draft business plans for each directorate, which set out the priorities and focus for the coming year, aligned with the four corporate objectives, were attached at Appendix 1. It was reported that in respect of the 'supporting clean growth' objective, the Combined Authority had agreed the proposal for this to be renamed 'tackling the climate emergency'.

The proposed draft revenue budget for 2020/21 was attached at Appendix 2 which had been produced following scrutiny and input from the Authority, with the detail being overseen by the Budget Working Group which included the LEP Chair.

The draft capital budget was attached at Appendix 3 and set out the latest draft forecast budget for capital expenditure and funding by programme up to 2022/23.

It was reported that the Combined Authority had received an update on the draft budget proposals at their meeting on 9 January 2020. The final business plan and budget for 2020/21 including the reserves policy and treasury management statement will be considered by the Combined Authority on 6 February 2020.

Resolved: That the work undertaken to finalise the business planning, revenue budget for 2020/21 and draft capital budget be noted.

78. Corporate Performance

The Board considered a report of the Director of Corporate Services which provided an update on a range of corporate and governance matters.

A summary of the 2019/20 current revenue spend to budget as at November 2019 was attached at Appendix 1.

Members noted the summary of progress against the key performance indicators and the corporate risk update which was attached at Appendix 2. It was reported that a refresh of the Corporate Risk Strategy had been undertaken and was to be considered by the Governance & Audit Committee on 23 January 2020.

Resolved: That the report be noted.

79. Date of Next Meeting

The next meeting of the LEP Board will be held at 2pm on Tuesday 25 February 2020.

Report to: Leeds City Region Enterprise Partnership Board (LEP Board)

Date: 25 February 2020

Subject: **Green Economy Panel**

Director(s): Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Jacqui Warren

1. Purpose of this report

- 1.1 To provide the Leeds City Region Enterprise Partnership (LEP) Board with a progress report on significant areas of activity related to the Green Economy Panel (GEP) following their meeting on 28 January 2020, particularly focusing on the significant areas of activity underway related to tackling the Climate Emergency.

2 Information

Panel meeting

- 2.1 On 28 January 2020, the GEP held a private workshop for members to help shape the emerging emission reduction pathways work and to help development of the Local Industrial Strategy.

Tackling the Climate Emergency: Background

- 2.2 The Combined Authority approved the Leeds City Region Energy Strategy and Delivery Plan (ESDP) in December 2018. It aims to dramatically reduce the City Region's carbon emissions. It is very challenging and will require coordinated action by local government, industry, business and people of all ages, and needs to be supported by significant funding and resources. This programme of work that will be delivered in a phased approach, comprising both short term projects and longer term, whole system actions.
- 2.3 The ESDP also aims to ensure the City Region plays its role in keeping global temperatures "well below" 2.0C (3.6F) above pre-industrial levels and will "endeavour to limit" them further to 1.5C. This aligns with the International Paris Climate Change Agreement and the latest recommendations by the Intergovernmental Panel on Climate Change (IPCC).
- 2.4 In line with most of the region's local authorities, the Combined Authority declared a climate emergency (27 June 2019) and, using a science-based

approach, in consultation with partners, strengthened the City Region's ambition to become net-zero carbon by 2038, with significant progress made by 2030. It is proposed that we update the ESDP to create a **Climate Emergency Strategy and Delivery Plan**, incorporating the existing work of the ESDP but also reflecting this new target and additional work required to meet it. This refreshed strategy will act as the delivery mechanism to address the City Region's climate emergency.

Scale of the Challenge

- 2.5 Under a strengthened target the scale of the task ahead is enormous. Government intervention will not be enough to reduce City Region emissions in line with the net zero carbon 2038 target.
- 2.6 To meet its 2038 target, and comply with the Paris Agreement, the City Region needs to reduce annual carbon emission by 14.5 percent year on year and halve emission every five years, with significant savings required over the next 10 years to 2030.
- 2.7 To keep within the target and the Paris Agreement, we have established a carbon budget, broken down into 5-year allocations, quantifying how much carbon we can emit whilst still meeting our targets. Keeping within the budget is essential, as slow progress in the early years will require substantial savings later (likely at substantial cost). As it stands, the City Region will emit the equivalent of its carbon budget in just 7.6 years if urgent action is not taken.
- 2.8 There are significant risks to delivering the regional ambition including:
- if early carbon budgets are not met (i.e. by 2022 or between 2023-2027) there will need to be more severe emission reductions in later periods, this is likely to have a significant financial cost.
 - if one or more sectors do not fully decarbonise, greater reductions will need to be made in other sectors. This will not be possible if a sector has already completely decarbonised.
 - The ESDP is currently not fully resourced, with further resource needed to deliver the additional savings to meet the strengthened regional targets.

New Emission Reduction Pathways

- 2.9 Meeting this challenge requires urgent collective action from across all sectors and will require us all to change the way we live. There is a need for both immediate action as well as long term strategic planning and delivery. This must be supported by a robust evidence base to ensure we can make significant progress towards achieving net-zero carbon.
- 2.10 Through the ESDP we have identified some potential programmes and projects that will help the City Region to reduce carbon emissions. Some projects are already underway. The Panel received an update on these in October 2019, including 15 low/zero carbon projects receiving project development support through the Combined Authority's Energy Accelerator

and a new business support programme launching shortly called Re-Biz to help SMEs reduce carbon emissions and be resource efficient.

- 2.11 To determine how to stay within the carbon budget and meet the 2038 target, the Combined Authority has commissioned a study to identify carbon emission reduction pathways. This will highlight the contribution different sectors need to make and the interventions that need to be implemented if the target is to be achieved.
- 2.12 This work will bridge the gap between the CO₂ emission savings identified in the ESDP in 2018 and achieving the strengthened net zero carbon target.
- 2.13 The study will:
- Task 1 - develop emission reduction pathways for the power, buildings, industry, transport, and land-use, land-use change and forestry (LULUCF) sectors that enable Leeds City Region to meet their respective emission reduction targets and remain within their carbon budgets.
 - Task 2 - Produce a fully costed implementation roadmap for the Leeds City Region and North and West Yorkshire based on the outputs of Task 1.
 - Task 3 - Produce policy recommendations and an action plan for Leeds City Region that will deliver the activity identified in the roadmap.
- 2.14 This work is underway. The planned work and emerging results will be tested with partners between January – June 2020, through stakeholder engagement, including:
- Regular 1:1s with local authorities and officer workshops
 - Five sector specific stakeholder workshops (including civic society) (March)
 - Public consultation exercise (May/June)
 - All LEP panels will also receive a paper on how they can start to consider tackling the climate emergency and consider using the findings of the pathways work to inform policy recommendations and the action plan for Leeds City Region.
- 2.15 Members of the GEP on the 28 January 2020 reviewed and provided comments on the Emission Reduction Pathways study and scenario framework and assumptions behind the work. Members were supportive of the approach to the work to model different future scenarios. Key points:
- Additional local issues needed to be considered in the modelling work such as hard to treat older properties.
 - A range of issues need to be considered in the policy recommendations work including affordability, buildings skills, jobs and supply chain opportunities, behavioural change as well as technology solutions.
 - Consider the role for offsetting emissions in sectors that cannot fully decarbonise.
 - Vitally important to get all stakeholders to work and agree to one pathway.

- 2.16 It is proposed that over the summer the finalised policy recommendation and Climate Emergency Delivery Plan are finalised with stakeholders. A paper outlining the preferred options for the LEP to endorse and the Combined Authority to approve will come forward early autumn 2020.

Clean Growth Implications

- 3.1 The work outlined in this report is vital to ensuring that the city region understands how it can create clean growth by decarbonising key sectors by 2038, with significant progress by 2030. It will create a roadmap and action plan for the city region to work towards and will allow the Leeds City Region Climate Coalition to be built to ensure rapid delivery.
- 3.2 Fundamental to also tackling the climate emergency is preparing and building resilience in communities to more frequent extreme weather events, as our climate continues to change. Storm Ciara is the latest example of such an event, which has led to floods throughout West Yorkshire affecting homes, businesses, schools and infrastructure. Agenda item 6 outlines the impact of Storm Ciara, support available for businesses and the wider work of the Combined Authority to mitigate flood risk.

4. Financial Implications

- 4.1 Given the scale of the projects identified in the ESDP, and scale of the challenge to be outlined in the results of the emissions reduction pathways study, there will be significant financial implications for the Combined Authority and stakeholders/partners. Exploring and securing funding will form a large part of the work the LCR Climate Coalition. More investment is required from Government. A significant amount of money has been asked for in the City Region's devolution asks and budget submissions.

5. Legal Implications

- 5.1 There are no legal implications directly arising from this report.

6. Staffing Implications

- 6.1 Given the scale of the projects identified in the ESDP, and scale of the challenge to be outlined in the results of the emissions reduction pathways study, there will be significant resourcing implications for the Combined Authority and stakeholders/partners. Exploring and securing resources to deliver the work required will be a key task of the Leeds City Region Climate Coalition.

7. External Consultees

- 7.1 Green Economy Panel.

8. Recommendations

- 8.1 That the Board notes the importance of the Emissions Pathways study in determining how the City Region can meet its net zero carbon ambitions by 2038.
- 8.2 That the Board endorses all panels playing a significant role in tackling the Climate Emergency and asks they consider and outline, within the next six months, what they will explore / influence.

9. Background Documents

- 9.1 None

10. Appendices

- 10.1 None

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Report to: Leeds City Region Enterprise Partnership Board (LEP Board)

Date: 25 February 2020

Subject: **Place Panel**

Director(s): Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Judith Furlonger, Policy Manager

1. Purpose of this report

- 1.1 To provide the Leeds City Region Enterprise Partnership (LEP) Board with a progress report on significant areas of activity related to the Place Panel following its meeting on 30 January 2020.

2. Information

Panel meeting

- 2.1 On 30 January 2020, the fourth meeting of the Place Panel was held, chaired by Councillor Tim Swift.

Cultural Framework

- 2.2 The Panel considered a report setting out progress made on the development of the Leeds City Region Cultural Framework. This work was born out of a recognition that culture, sport and major events play a unique role in helping to inform and deliver the inclusive growth agenda. The anticipated outcomes of this work are to:
- Understand the place-based priorities for culture, sport and major events by working closely with the local authorities and sector partners.
 - Create a high-level vision for culture, sport and major events; integrating this as a key consideration in the development of all aspects of the City Region strategic policy framework.
 - Develop the funding frameworks for the City Region and partners, to generate place-based funding models which facilitate and maximise investment in the identified priorities.
- 2.3 Significant work has been done to date to take this forward in consultation with a range of stakeholders including Welcome to Yorkshire, Leeds University Cultural Institute, Arts Council England, NHLF, Historic England and Yorkshire Sport. A Cultural Framework and Vision document are being prepared to take this forward and Place Panel considered drafts of the documents.

- 2.4 Place Panel discussed the drafts and welcomed progress made to date to drive forward this agenda. Members were keen to explore how this work could be adopted and applied in practice to local planning policy. The LEP Board is considering the Cultural Framework at item 12 on this agenda.

Urban Design Support

- 2.5 Place Panel considered an update on the Combined Authority's design support programme. This included key information on the process and findings of the local authority design capacity assessment, the emerging priorities for support and proposals for the future work programme including design advice and training.
- 2.6 The Panel noted that the paper was a helpful update and provided a good basis for discussions about design quality and considered how this work would tie in with the recommendations from the Building Better Building Beautiful Commission's report which was published on 30 January 2020. It was noted that the report, and the recent housing design quality audit by the Place Alliance, would be useful in structuring design support and training. These reports include some useful recommendations including the impact of building at higher densities, tree planting and re-use of existing buildings and sites.
- 2.7 It was also noted that training on development viability had emerged as a priority for local authorities. This will be taken forward and implemented as part of the Urban Design Support Programme.

Enabling Housing Growth

- 2.8 An update was provided to Place Panel on the Enabling Housing Growth project. The project is funded through a Business Rates Pool allocation of £250k and aims to develop the regional understanding of the strategic sites pipeline, focused on accelerating delivery of housing across the region through unlocking opportunities and tackling barriers.
- 2.9 The work to date has identified some common issues across the region, including:
- Additional planning and housing growth capacity is required across most districts to tackle stalled sites with planning permissions in place
 - Lack of viability is a barrier to delivery, particularly in lower value areas and specifically in relation to brownfield sites that have complex technical costly issues to resolve
 - Further support is required to better understand the individual financial and technical dynamics of sites across the strategic sites pipeline
 - Resource to bring forward public land is a common issue, particularly in relation to limited capacity for carrying out feasibility work and bid preparation. The limited availability of external funding to de-risk challenging sites is also an issue.
- 2.10 It is proposed that stage 2 of the project will seek to:

- Understand, within the extant planning permissions of 85,000, and quantify how many sites are unlikely to move forward without significant intervention.
- Develop a deeper, more in-depth understanding of the technical and financial constraints as well as viability issues across the strategic site pipelines.

2.11 This work will significantly build intelligence and identify key gaps – providing a robust evidence base for further asks to support delivery. The Place Panel highlighted that it would be beneficial to use the project to inform future asks in terms of funding to de-risk sites and ensure delivery.

Towns Fund

2.12 The Place Panel considered an update on the Towns Fund – a £3.6m fund which forms part of the Prime Minister’s commitment to ‘level up’ our regions. The Towns Fund comes in the context of several other similar funding announcements including the Future High Streets Fund, High Street Heritage Action Zones and the Cultural Development Fund. Collectively, these funds add up to substantial investment in the City Regions towns presenting a huge opportunity to instigate major transformation and attract wider private investment across the region through strengthening our towns.

2.13 Following a phase one application process, nine towns across Leeds City Region have been selected to develop proposals:

Lead Council	Town
Barnsley Council	Goldthorpe
Bradford Council	Keighley
	Shipley
Calderdale Council	Todmorden
	Brighouse
Kirklees Council	Dewsbury
Leeds City Council	Morley
Wakefield Council	Castleford
	Wakefield

2.14 Currently, the local authorities involved are developing up proposals individually, in consultation with MHCLG. The Combined Authority has offered support to Local Authorities in the development of Town Deal proposals and is currently discussing this in more detail with Directors of Development, focusing on areas the Combined Authority can add strategic value for districts.

Tackling the Climate Emergency

2.15 The Panel considered an update on the Combined Authority’s work to tackle the climate emergency, in relation to the commitment to become a net zero carbon city region by 2028.

3. Clean Growth Implications

3.1 There are no clean growth implications directly arising from this report.

4. Financial Implications

4.1 There are no financial implications directly arising from this report.

5. Legal Implications

5.1 There are no legal implications directly arising from this report.

6. Staffing Implications

6.1 There are no staffing implications directly arising from this report.

7. External Consultees

7.1 None.

8. Recommendations

8.1 The LEP Board is asked to note the contents of the report.

9. Background Documents

9.1 None.

10. Appendices

10.1 None.

Report to: Leeds City Region Enterprise Partnership

Date: 25 February 2020

Subject: **Response to Storms Ciara and Dennis**

Director: Alan Reiss, Director of Policy, Strategy and Communications and
Brian Archer, Director of Economic Services

Author(s): Justin Wilson and Henry Rigg

1. Purpose of this report

- 1.1 To update the Leeds City Region Enterprise Partnership Board (LEP) on the impact of Storms Ciara and Dennis, the associated flooding and the response by partners.
- 1.2 To seek approval for two funds to be implemented to support flooded businesses.

2. Information

Storm Ciara - Impact

- 2.1 The heavy rainfall accompanying Storm Ciara, has led to a number of floods throughout West Yorkshire affecting homes, businesses, schools and infrastructure across large parts of our area.
- 2.2 Headline facts include:
 - More than 100mm fell in the upper Calder catchment between 11pm Saturday 8 February and 11am Sunday 9 February.
 - At the height of the incident on Sunday 9 February, the Yorkshire area had issued 1 Severe Flood Warning, 119 Flood Warnings, and 35 Flood Alerts (90 of which were in West Yorkshire).
 - This was the second highest flood event recorded in the Calder valley, second only to the flooding of 2015. River levels at Gargrave and Dewsbury reached record heights.
 - The Ouse peaked at circa 4.35m at 7.30am on Tuesday 11 February. The Environment Agency (EA) operated the Foss Barrier to protect properties in the vicinity of the River Foss in the city of York.
 - The heavy rainfall caused flooding to properties from a combination of sources, including surface water and river water.

- 2.3 Storm Ciara follows on from the devastating impact of floods in our area in Boxing Day 2015 and the recent incidents in neighbouring South Yorkshire on 7 November 2019. There is now a consistent pattern of wet winter periods, with saturated land and consistently high river levels making our communities increasingly vulnerable to the increased frequency of intense storms. Many communities are struggling to recover and businesses are unable to plan for sustainable growth.

Storm Dennis – Impact

- 2.4 Storm Dennis was forecast to pass over the UK on 15th and 16th of February. Preparations across West Yorkshire, and particularly Calderdale, were significant in advance of the storm. To prepare for the storm, temporary defences were installed at Ilkley and Mytholmroyd with assistance from the military and partners. These defences have now been decommissioned.
- 2.5 The storm's main band of rainfall deposited less water than anticipated in the upper catchments and the focus is now on lower catchments and the washlands as peak flows move down the river network. The Environment Agency is closely monitoring the situation and is continuing to plan for more unsettled weather.

Support for Businesses

- 2.6 It is estimated that up to 800 businesses have been flooded across Calderdale, with parts of Wakefield (Horbury) and Bradford (Shipley, Bingley, Keighley and Haworth) districts also severely impacted. Work is ongoing by the Local Authorities to determine the nature of the businesses affected in terms of size and sector, and to develop a package of appropriate support.
- 2.7 As with Storm Eva in 2015, it is proposed to support businesses that have been flooded with two funding schemes: - an Emergency Response Fund and a Business Recovery Fund. At this stage, it is proposed that both are funded via the Local Growth Deal (Business Growth Programme allocation), with an initial ringfenced allocation of £3m. Further details of the funds are set out below, including the initial provisional allocations for each, although it is proposed that there is flexibility in terms of moving amounts between the two subject to need and demand.
- 2.8 The Combined Authority is also engaging with central Government to seek match funding towards our local funding offers.

Emergency Response Fund

- 2.9 The provisional allocation is £1.25m and it will be used to provide grants of up to £2.5k for flooded businesses to support the cost of immediate emergency actions to resume or continue trading. This can include: clean-up and repair costs, the replacement of white goods and other small items of equipment/kit, and the replacement of essential stock.

- 2.10 The grants will be delivered and monitored by the relevant Local Authorities, with regular reporting to the Combined Authority.

Business Recovery Fund

- 2.11 The provisional allocation is £1.75m and it will be used to provide grants of up to £50k (with 50% match-funding required from the applicants) for flooded businesses to replace damaged equipment and machinery, and to renovate and/or refurbish premises. The funding will be used for capital costs not covered by insurance, including where the applicant has not been able to secure flood insurance.
- 2.12 The grants will be delivered and monitored directly by the Combined Authority, but in close partnership with the Local Authorities. The SME Growth Managers in the affected districts will provide additional wraparound support for the applicants.

Combined Authority Investment in Flood Risk Management

Current Programme

- 2.13 Since the Boxing Day floods of 2015, the Combined Authority has invested £20 million from the Leeds City Region Growth Deal, alongside over £170 million of partner match funding for the City Region. This investment has supported schemes in Leeds City Centre, Skipton and Mytholmroyd to safeguard up to 1,385 businesses and at least 11,100 jobs from the risk of flooding.
- 2.14 The Combined Authority is also investing a further £2.6 million in the Wyke Beck Flood Alleviation Scheme in East Leeds, £3.9 million in phase two of the Leeds Flood Alleviation Scheme and £1.7 million in natural flood management schemes in the Colne, Calder and Upper Aire catchment areas. A further £1.9 million was approved by the Investment Committee (5 February) to help start a £27.2 million scheme in Hebden Bridge being led by the Environment Agency which will reduce the risk of flooding from a 20% risk to a 2% risk in any given year.
- 2.15 The Combined Authority has also worked with partners to invest over £10 million of European Regional Development Funding in flood schemes across the City Region with a pipeline of further schemes currently being developed by partners.

Future Programme

- 2.16 The Combined Authority has been working with partners - including the Environment Agency, Yorkshire Regional Flood and Coastal Committee and Yorkshire Water - to develop an ambitious pipeline of flood risk management schemes for the next six-year funding period from 2021/22.
- 2.17 Alongside this work partners have identified a focused package of investment activities that have the potential to add resilience to existing development, enable future growth and support our climate emergency objectives. The plans are also

included in the City Region's Devolution asks and the Combined Authority's ongoing engagement with Government.

- 2.18 The plan requires £125 million of government investment which will unlock local contributions for 27 priority flood risk management schemes and deliver a comprehensive natural flood management programme. Most of these priority schemes are in areas currently affected by flooding. The programme of priority schemes will safeguard approximately 5,150 homes and 31,250 existing jobs.
- 2.19 The Chair of the Combined Authority wrote to Ministers on 17 January 2020 to ask for this funding to be allocated and to request a meeting. Following the Government reshuffle, a further letter has been sent on 17 February 2020 which restates our request and also raises other issues that need consideration to improve our resilience and the Government's response. These include how Government funding can be released more quickly, how emergency funding is allocated, and consideration of providing Calderdale Council with Tier One security status.
- 2.20 Delivery of our proposed programme will also allow the City Region to make further progress toward our objective of becoming a net contributor to the UK economy and achieving our ambition for a net zero carbon economy by 2038.

Policy Context - Leeds City Region Flood Review

- 2.21 As a response to the broad extent and severity of the 2015 flooding events, the Combined Authority requested that a Leeds City Region Flood Review be undertaken. The Review was prepared with contributions from the LEP, all 10 City Region council partners, North Yorkshire County Council, the Combined Authority's Overview and Scrutiny Committee, the EA, Yorkshire Water, Canals and River Trust and the West Yorkshire Local Nature Partnership. The Review was approved by the Combined Authority and subsequently published in December 2016¹. It reported on:
1. The **economic impact** of the flooding on Leeds City Region;
 2. The lessons learnt and best practice in relation to **emergency response and civil contingency** arrangements;
 3. How **recovery** from such a civil emergency can be improved in the future; and
 4. The potential steps that need to be undertaken to improve our **resilience and preparedness** over the longer term.
- 2.22 The remit of the Review was to better understand the causes and impacts of the flooding and develop recommendations for action that, when implemented, would reduce the likelihood and impact of flooding and enable more effective and joined up response and recovery phases to be put in place across the City Region. The Review did not have all the answers; further work and activity is ongoing to implement the Review recommendations.

¹ Full report available at: [http://www.the-lep.com/LEP/media/New/Research and publications/Leeds-City-Region-Flood-Review-Report-FINAL.pdf](http://www.the-lep.com/LEP/media/New/Research%20and%20publications/Leeds-City-Region-Flood-Review-Report-FINAL.pdf)

- 2.23 The Review highlighted the significant scale of the challenges, which will require a strategic approach considering priorities and resources and encompassing short and long-term actions to address flood risk and flood management in a more effective and holistic manner.
- 2.24 Delivery of the Review's recommendations is ongoing with partners. The Review continues to frame the Combined Authority's Flood Risk Management (FRM) strategy and delivery actions.
- 2.25 This work is also vitally important to tackling the climate emergency. Our communities need to be helped to become more resilient to current and future weather events, which will only increase as our climate continues to change. Flood management is also a vital component to our Green and Blue Infrastructure Strategy and Delivery Plan.

3. Clean Growth Implications

- 3.1 Clean growth is a cross cutting theme and is an integral part of flood risk management activities, particularly in relation to natural flood management, tree planting and peat restoration which provide flood protection and wider environmental benefits.
- 3.2 Other implications are set out above at paragraph 2.25.

4. Financial Implications

- 4.1 There are no financial implications directly arising from this report.

5. Legal Implications

- 5.1 There are no legal implications directly arising from this report.

6. Staffing Implications

- 6.1 There are no staffing implications directly arising from this report.

7. External Consultees

- 7.1 A programme of external engagement has been undertaken to support our emerging flood risk management programme. This includes engagement with partners, central government departments and the media.

8. Recommendations

- 8.1 That the Board notes the progress made.
- 8.2 That the Board approves the delivery of the two business funds for flooded businesses as set out at 2.9 to 2.12 above.

9. Background Documents

9.1 None

10. Appendices

None

Report to: Leeds City Region Enterprise Partnership Board (LEP Board)

Date: 25 February 2020

Subject: **Governance arrangements**

Director: Angela Taylor Director of Corporate Services,
Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Katie McLean & Liz Davenport

1. Purpose of this report

- 1.1 To seek agreement on the future appointment of the LEP Chair, and Board appointments.
- 1.2 To ask the LEP Board to approve amendments to governance arrangements of the LEP and LEP governance documents.

2. Information

- 2.1 Both the National Assurance Framework (NAF) and the Government's '*Strengthened Local Enterprise Partnerships*' (Strengthened LEPs) review, stipulate that LEPs must comply with the following requirements:
 - a maximum of 20 members (plus up to 5 co-optees),
 - a minimum of 2/3 private sector representatives,
 - at least 1/3 women members.
- 2.2 Decisions in order to comply with the NAF must be ratified by 28 February 2020 in order to satisfy Government's requirements. The requirements of the Strengthened LEPs review must be effective as of 31 March 2020.
- 2.3 The Strengthened LEPs review also sets out that overlaps between LEPs must be removed. Following discussions over 2019, and despite good will on both sides, negotiations were unable to come to a workable agreement about arrangements for a new LEP covering the whole of the Leeds City Region and North Yorkshire: at the last meeting of the LEP Board on 16 January it was noted that there was insufficient support in the membership of the York, North Yorkshire and East Riding LEP for a merger to go ahead.
- 2.4 The Board reluctantly agreed that the Leeds City Region LEP geography would change to the districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield, while retaining the name of Leeds City Region, and strengthening collaborative arrangements across the functional economic area of the city region. Further details on the development of collaboration across districts are

set out in more detail for discussion as part of item 8, Strengthened Local Enterprise Partnerships.

Chair's Appointment

- 2.5 In anticipation that a new LEP would be established from April 2020 for the whole of Leeds City Region, York, and North Yorkshire, the current LEP Chair's term was extended effective from the June 2019 Annual Meeting for a period of ten months, at which time a Chair of the new LEP would be appointed.
- 2.6 The Chair's tenure is due to expire on 1 April, and a decision must be made about how to fill the role beyond that date.
- 2.7 The Chair has been in post since 2013. He has served two three-year terms, and an extension was agreed by the LEP Board in June 2019 in the light of the exceptional circumstances arising from Government's *Strengthened LEPs* review.
- 2.8 In considering how to proceed, the Board is advised to note the following context:
- The significantly extended time taken to agree how to implement the requirements of *Strengthened LEPs* in relation to geography, and the need to have made these decisions prior to being able to determine the future arrangements for the Chair of the Board;
 - Ongoing uncertainty around the role of LEPs and the work being undertaken at pace to negotiate a devolution deal for the region. This includes the need to review LEP membership and arrangements as a whole in the context of a potential Mayoral Combined Authority.
- 2.9 A Chair can serve a maximum of nine years in exceptional circumstances. These factors above combined place the LEP in exceptional circumstances which could not have been anticipated or provision put in place to manage appropriately.
- 2.10 Given the exceptional circumstances, and in order to afford stability and continuity it is proposed that the Chair's tenure is extended for up to two years to the Annual Meeting 2022 at which point the maximum nine-year term allowable under exceptional circumstances will be reached. Following this, a new Chair would be appointed.
- 2.11 The second year of this term would be subject to a review to be undertaken during 2020 / 21 in the context of potential devolution changes only and reported on at the Annual Meeting 2021. This review would be set against Terms of Reference and would advise both on the final year of the current Chair's tenure, future requirements, role profile and any associated remuneration package.
- 2.12 Subject to the above, a recruitment process for a new Chair would commence in 2021, ready for the LEP Annual Meeting in 2022.

- 2.13 Given the complex political and governance circumstances in relation to a devolution agreement for West Yorkshire and the potential impact of this upon the LEP's existing projects and programmes, this process would provide stability through a transition period nationally and locally.

Process

- 2.14 A recruitment exercise for the LEP Chair position would be carried out in line with the LEP's Recruitment and Appointment Procedure for Private Sector Representatives (see appendix 4 item 7, Governance). This would include a review of the current role profiles and responsibilities for the Chair and private sector members before the start of an extensive recruitment campaign, in total taking up to c. 9 months.
- 2.15 It is also proposed that the remuneration policy for the LEP Chair and private sector members is reviewed in tandem. The LEP Board's Members' Remuneration and Expenses Scheme currently provides for the LEP Chair's remuneration to be approved by the LEP Board, further to a recommendation by an Independent Remuneration Panel constituted of members of the Combined Authority's Independent Remuneration Panel, together with one or more private sector representatives who are not members of the LEP Board.
- 2.16 External expertise to inform a remuneration policy for the Chair and any other appropriate positions has previously been procured as an optional extension to the existing recruitment tender for LEP Board appointments. Through this, a benchmarking process against comparable NED appointments could be carried out to facilitate the Independent Remuneration Panel to consider and make recommendations to the LEP Board.
- 2.17 As part of this review consideration will also be given to succession planning, diversity activities, member training and member impact, to comply with the requirements of the NAF. This will include a review of private sector representatives' role profiles, responsibilities and remuneration.

Board Membership

- 2.18 In order to comply with the requirements of the NAF and Strengthened LEPs, a recruitment exercise has been carried out to ensure that the diversity and representation stipulations are met. The closing date for those wishing to be considered was 13 January and an Appointments Panel was convened on 6, 12 and 13 February, comprising the LEP Chair, an existing Private Sector representative, and a local authority representative, supported by the LEP's Director of Economic Services.
- 2.19 The recommendations of this Panel are to form a board consisting of 18 members (13 private sector, 5 public sector).

- 2.20 In addition to the Chair, there are a number of terms coming to an end on 31 March 2020, and these will need be considered to ensure that the LEP Board membership is compliant. These are as follows:
- Professor Bob Cryan
 - Rashik Parmar
 - Andrew Wright
 - Joanna Robinson
 - Mark Roberts
- 2.21 A number of members have taken the decision to step away from the Board, including Nicola Greenan who fulfilled the role of the LEP's Diversity Champion, and a new nomination to this position will need to be considered.
- 2.22 The Chair has sought nominations for this position, and an update will be provided at the meeting.
- 2.23 A full note of vacancies arising is set out in Appendix 1 (to follow), which will be shared by the Chair at the meeting.
- 2.24 In order to meet the recommendation of the Appointments Panel to have a Board comprising 18 members, it is proposed that those members terms which are due to expire on 1 April are extended, with the remaining vacancies filled by candidates as recommended by the Appointment Panel. The Chair will give a full update on these appointments and appointment terms at the meeting.
- 2.25 Should the Board accept these recommendations of appointment, the Board make up will be such that the requirements of the Strengthened LEPs review are met, with 18 members of whom 13 are private sector representatives, 5 are public sector members, 9 are female and 9 are male.
- 2.26 The Strengthened LEPs review also makes provision to appoint up to five co-optees with specialist knowledge, at the Annual Meeting on a one-year basis.
- 2.27 An approach has been made to the business representative groups, in recognition of the key role that they play in supporting business growth in the region, seeking a nomination to the Board as a co-optee, and the Chair will provide an update on this in due course.
- 2.28 In support of the desire to maintain business as usual, it is also proposed that while the LEP's formal membership includes a local authority representative from each of the five partner councils in the LEP area, as well as private sector representatives, representatives of the four 'hinge' authorities (Craven, Harrogate, Selby and York) could be invited to attend meetings as observers. This would allow discussion, debate and decisions to be taken with the benefit of a regional understanding of impact, benefits and opportunities.
- 2.29 The Chair has extended invitations to this effect, and an update will be provided at the meeting.

- 2.30 It is proposed that public sector membership of Panels remains unchanged, reflecting all ten former Leeds City Region authorities (Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, North Yorkshire, Selby, Wakefield). More details of this proposal are set out in item 8, Strengthened LEPs.
- 2.31 Given the changes to the composition of the LEP Board, it is also timely for the LEP to consider appointing a private sector representative as LEP Deputy Chair. This is identified as best practice by the NAF. It is proposed therefore that the LEP Board appoints a private sector representative to this position, to be of effect from 31 March, and that this person is nominated by the LEP to act as a substitute for the LEP Member appointed to the Combined Authority.
- 2.32 The Chair has sought Expressions of Interest for this role from existing Private Sector members, and an update will be provided at the meeting.

Governance documents

- 2.33 The LEP's governance documents need to be revised to reflect the revised LEP geography and other governance changes required by the NAF relating to membership. Proposed amendments are set out below, together with miscellaneous minor amendments for clarification and updating purposes.

Document	Para	Amendment
Appendix 2 - LEP Constitution	Para 1, footnote 1	To reflect the revised area of the LEP
	1.3	To update by removing reference to the SEP
	4.2	To incorporate the requirement that at least 2/3 of the members of the LEP Board must be private sector representatives
	4.3	To incorporate the requirement that there must be no more than 20 members of the LEP Board
	4.4, footnote 5	To clarify that eligibility criteria apply to all members of the LEP Board including co-optees
	4.7	To revise local authority representation to reflect the revised geographic area of the LEP
	4.8	To delete references to substitute arrangements for local authorities outside the revised geographical area as no longer relevant.
	4.10	To provide for the appointment of a private sector Deputy LEP Chair
	4.14	To provide for the appointment of co-optees
	4.15	To clarify terms of office, including of co-optees
	4.21	To provide for termination of a member's term for failure to attend any LEP Board meeting for 6 months, without prior approval of the LEP Board
	7.1, footnote 13	To clarify that the Code of Conduct applies to co-optees

Document	Para	Amendment
Appendix 3 - LEP Procedure Rules	3.3	To clarify that the LEP Chair may amend the time or date of any meeting.
	6.1	To provide for annual meeting business to include the appointment of co-optees
	7.1	To provide for a standing agenda item on partnership and collaboration
	14.2	No voting rights will be afforded to invited guests or co-opted members.
Appendix 4 - Recruitment Procedure for Private Sector Representatives	1.1 and following	To extend the procedure to the recruitment of any private sector representatives to a working group of the Combined Authority
	4.6	To update post-title
	8	To provide for a procedure for appointing a private sector Deputy LEP Chair
Appendix 5- LEP Equality and Diversity Policy and Statement	Introduction	Amended to reflect revised LEP geography
	Diversity Statement	Updated to reference the Recruitment and Appointment Procedure for Private Sector representatives and other current practices such as the appointment of a Diversity Champion

- 2.34 It is proposed that the changes to the LEP membership arrangements and the proposed amendments to the LEP governance documents take effect when the geographic area of the LEP changes on 31 March.

Panel Membership Change

- 2.35 The LEP Constitution provides that the Combined Authority may appoint any member of the LEP Board to be a member of a Combined Authority panel or committee.
- 2.36 The Inclusive Growth & Public Policy Panel (IGPPP) is currently carrying a vacancy following the resignation of Nicola Greenan, private sector LEP Board Member, who was also appointed to the IGPPP. The Board is asked to recommend to the Combined Authority that LEP Board member, Kate Hainsworth, fill the vacancy on the Panel and that the recommendation be taken forward for adoption by the Combined Authority at its next meeting.

3. Clean Growth Implications

- 3.1 Through meeting the requirements of Strengthened LEPs, the LEP will be positively working towards meeting its stated corporate priorities through a

positive working relationship with Government which will enable future policy making to fulfil the LEP's strategic ambitions.

4. Financial Implications

4.1 None as a result of this report.

4.2 In putting in place a LEP that meets the full requirements of *Strengthened Local Enterprise Partnerships*, the LEP has removed the risk of being penalised in future funding for local growth and infrastructure.

5. Legal Implications

5.1 The governance arrangements of the LEP are not statutory, but the LEP and the Combined Authority, (as the LEP's accountable body), are required to comply with the requirements of the Strengthened LEPs review and the Assurance Framework.

5.2 Changes to the Recruitment Procedure for private sector representatives are subject to approval by the Combined Authority as well as the LEP, as this is a jointly adopted procedure.

6. Staffing Implications

6.1 There is capacity available to support the recruitment process for the LEP Chair and the associated review of terms.

7. External Consultees

7.1 As part of Strengthened LEPs, partner authorities and the Business Communications Group have been consulted on work to comply with the Government's requirements.

8. Recommendations

8.1 That the current Chair's term of office is extended for a period of up to two years to the Annual Meeting 2022, subject to a review in 2021 in accordance with Terms of Reference, to be prepared by the Chief Executive of the LEP and agreed by the Board.

8.2 That the Board delegate authority to the Chief Executive of the LEP to undertake a review of the Chair's role profile and remuneration as part of the recruitment process at an appropriate time as set out in this report.

8.3 To note and agree the Board make up as set out at 2.19, and the appointment of private sector members as set out in Appendix 1, which the Chair will share at the meeting. Doing so will ensure that the requirements of the NAF and Strengthened LEPs review are met.

- 8.4 To note and agree the option to appoint a co-optee from business representative organisations on a one year basis to support the LEPs agenda and core priorities. Any appointment will be made at the LEPs Annual Meeting.
- 8.5 To invite attendance at future meetings from representatives of Craven, Harrogate, Selby and York.
- 8.6 To appoint a Private Sector Deputy Chair with effect from 31 March 2020, and nominate them to the West Yorkshire Combined Authority, as the substitute LEP Member on the Combined Authority.
- 8.7 To appoint a Diversity Champion with immediate effect.
- 8.8 To approve amendments to the following LEP governance documents as set out in the relevant appendices, with effect from 31 March 2020:
- Appendix 1 – LEP Board membership (to be tabled)
 - Appendix 2 - LEP Constitution
 - Appendix 3 - LEP Procedure Rules
 - Appendix 4 – Recruitment and Appointment Procedure for Private Sector Representatives
 - Appendix 5 – LEP Equality and Diversity Policy and Statement
- 8.9 To recommend to the Combined Authority the appointment of LEP Board member, Kate Hainsworth, to the Inclusive Growth & Public Policy Panel.

9. Background Documents

- 9.1 [HM Government \(2018\), *Strengthened Local Enterprise Partnerships*](#)

10. Appendices

- Appendix 1 - LEP Board membership (to follow)
- Appendix 2 - LEP Constitution
- Appendix 3 - LEP Procedure Rules
- Appendix 4 - Recruitment Procedure for Private Sector Representatives
- Appendix 5 - LEP Equality and Diversity Policy and Statement

Item 7 | Governance Arrangements Appendix 1: LEP Board membership

Leadership

It is proposed that Roger Marsh's tenure as **Chair** is extended for a period of up to two years to the Annual Meeting 2022.

The Chair has invited Expressions of Interest for the position of **Deputy Chair**. Mark Roberts has responded to this, and it is proposed that he is appointed to the position with immediate effect.

Private Sector Vacancies and Appointments

The Board is asked to note that the following members have stepped down from the Board:

- Professor Bob Cryan
- Professor Adam Beaumont

The following members terms are coming to an end imminently, and it is proposed that their terms are extended as follows as a reflection of the valuable contribution they make to the work of the LEP:

- **Rashik Parmar MBE** has served on the LEP Board since 2013, and is Chair of the Employment & Skills Panel. Rashik regularly represents the Chair at engagements and is well known within the business community. It is proposed that his term extended for a further **two years, to April 2022**.
- **Andrew Wright** joined the LEP Board in 2015 and is Chair of the Business Innovation & Growth Panel, ensuring that the LEPs business growth ambitions align with inclusive and clean growth principles. It is proposed that his term extended for a further **three years, to April 2023**.
- **Joanna Robinson** was appointed to LEP Board in 2016. She serves as the Boards SME representative and as Chair of the Business Communications Group, which coordinates effective communications between the LEP and the business community. It is proposed that her term is extended initially for a **year, to April 2021**.
- **Mark Roberts** joined the LEP in 2019 and has proved an active advocate for the LEPs agenda in this time. Marks is a member of the LEPs Employment & Skills Panel, the Combined Authority's Transport Committee and is the LEP Chair's deputy for the Transport for the North Board. It is proposed that his term is extended for **two years to June 2022, with an option of two further consecutive terms**.

The following appointments are also recommended to the Board for a term of **three years, with an optional two consecutive terms**:

- Professor Shirley Congdon
- Kully Thiarai
- Kamran Rashid
- Helen Featherstone
- Simon Pringle

The Chair has invited Expressions of Interest for the vacant position of **Diversity Champion** following Nicola Greenan's decision to step down from the Board in January 2020. Kate Hainsworth has responded to this, and it is proposed that she is appointed to the position with immediate effect.

Public Sector Appointments

The Chair has invited representatives of the four 'hinge' authorities (Craven, Harrogate, Selby and York) to continue to attend Board meetings. In consultation with partners, it is proposed that the Leaders of **City of York Council** and **Harrogate District Council** attend meetings as observers, with the latter also representing the interests of Craven District Council and Selby District Council.

Item 7 Governance Arrangements								
Appendix 1: LEP Board membership								
Name	Proposed Role	Voting	Representing	Sector	Term	Start	End	Substitute
Private Sector								
Roger Marsh OBE	Chair	Yes	Leeds City Region LEP		3 Years + 1 year option	01-Jul-13	30-Jun-22	None
Mark Roberts	Deputy Chair	Yes	Beer Hawk Ltd	Retail	3 Years + 2 optional cons terms	1 July 2019	30-Jun-22	None
Rashik Parmar MBE		Yes	IBM Academy of Technology	Technology	3 Years	1 May 2013	30 April 2022	None
Joanna Robinson	SME Champion	Yes		Infrastructure	1 Year	1 July 2016	30 April 2021	None
Andrew Wright		Yes	Hainsworth Ltd	Engineering	3 Years	January 2015	30 April 2023	None
Amir Hussein		Yes	Yeme Architects	Creative	3 Years + 2 optional cons terms	29 Nov 2017	30 Sept 2020	None
Kate Hainsworth	Diversity Champion	Yes	Leeds Community Foundation	Third Sector	3 Years + 2 optional cons terms	21 Nov 2019	30 Sept 2022	None
Mandy Ridyard		Yes	Produmax Ltd	Manufacturing	3 Years + 2 optional cons terms	21 Nov 2019	30 Sept 2022	None
35 Prof Shirley Congdon		Yes	University of Bradford	Higher Education	3 Years + 2 optional cons terms	25 Feb 2020	28 Feb 2023	None
Kully Thiarai		Yes	Leeds 2023	Culture	3 Years + 2 optional cons terms	25 Feb 2020	28 Feb 2023	None
Kamran Rashid		Yes	30 Chapel Street Ltd	Third Sector	3 Years + 2 optional cons terms	25 Feb 2020	28 Feb 2023	None
Helen Featherstone		Yes	Yorkshire Sculpture Park	Culture	3 Years + 2 optional cons terms	25 Feb 2020	28 Feb 2023	None
Simon Pringle		Yes	Project Rome	Commercial Strategy	3 Years + 2 optional cons terms	25 Feb 2020	28 Feb 2023	None
Public Sector								
Cllr Judith Blake CBE		Yes	Leeds City Council	Public Sector				Cllr James Lewis
Cllr Susan Hinchcliffe		Yes	Bradford Metropolitan Distri	Public Sector				Cllr Imran Khan
Cllr Denise Jeffrey		Yes	Wakefield Council	Public Sector				Cllr Jack Hemingway
Cllr Shabir Pandor		Yes	Kirklees Council	Public Sector				Cllr Peter McBride
Cllr Tim Swift MBE		Yes	Calderdale Council	Public Sector				Cllr Jane Scullion
Cllr Keith Aspden	Observer Member	No	City of York Council	Public Sector		25 Feb 2020		Cllr Andy D'Agorne
Cllr Richard Cooper	Observer Member	No	Harrogate District Council (also representing Craven District Council, Selby District Council)	Public Sector		25 Feb 2020		Cllr Graham Swift

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Leeds City Region Enterprise Partnership

Constitution

1. Role and functions of the Leeds City Region Enterprise Partnership

- 1.1 The Leeds City Region Enterprise Partnership ('LEP') is a non-statutory strategic body responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve the productivity of the Leeds City Region.¹ It is an autonomous business-led private-public local partnership, which brings together private and public sectors from across Leeds City Region, to provide strategic leadership.
- 1.2 The **Leeds City Region Enterprise Partnership Board ('LEP Board')** is the decision-making forum of the LEP.
- 1.3 The LEP focusses on the following four activities:
 - **Strategy:** setting and developing strategies that identify local strengths and challenges, future opportunities and the interventions needed to boost productivity, earning power and competitiveness across the Leeds City Region.
 - **Allocation of funding:** identifying and developing investment opportunities, prioritising the award of local growth funding; and monitoring and evaluating the impact of LEP activities to improve productivity across the local economy.
 - **Co-ordination:** using the LEP's convening power, and bringing together partners from the private, public and third sectors.
 - **Advocacy:** collaborating with a wide-range of local partners to act as an informed and independent voice for the Leeds City Region.

2. The LEP's accountable body

- 2.1 The West Yorkshire Combined Authority (the Combined Authority) is the accountable body for the LEP. As accountable body, the Combined Authority is responsible for:
 - carrying out **finance functions** on behalf of the LEP
 - **oversight** of the LEP's financial and governance, transparency and accountability arrangements
 - providing **additional support** as agreed by the LEP.
- 2.2 The LEP has agreed a formal statement with the accountable body,

¹ The geographical area of the Leeds City Region LEP spans 5 local authority areas: Bradford, Calderdale, Kirklees, Leeds, and Wakefield.

defining their roles and relationship².

3. Interpretation

3.1 With the exception of any matter arising under the LEP Board Procedure Rules, the Combined Authority's Head of Legal and Governance Services shall make any final decision about:

- how any provision in this Constitution or any other LEP governance document should be interpreted, and
- any question of procedure not provided for by the Constitution or another LEP governance document.

4. LEP Board Membership

4.1 LEP Board membership must include:

- **private sector representatives**³ who live or work within the Leeds City Region; and
- Leeds City Region **local authority representatives**.

4.2 **At least two-thirds** of the members of the LEP Board shall be private sector representatives **appointed under paragraph 4.5 below**⁴.

4.3 The number of LEP Board members shall not exceed 20, excluding any additional member co-opted to the LEP Board in accordance with paragraph 4.14 below.

Appointment

4.4 No person may act as a member of the LEP Board⁵ if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the 5 years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than 3 months without the option of a fine, or

² This is Appendix 1 of the Leeds City Region Assurance Framework

³ A private sector representative must be or have been employed by an organisation not included as central government, local government or a public corporation as defined for the UK National Accounts. For this purpose, any Higher Education or Further Education Institution is not classified as a public sector organisation.

⁴ **any co-optee appointed to the LEP Board is not included as a member of the LEP Board for the purpose of this requirement**

⁵ **For the avoidance of doubt, this provision extends to any co-optee appointed to the LEP Board**

- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
 - they are an officer or servant of the Combined Authority or a Combined Authority subsidiary (within the meaning of the Transport Act 1962).
- 4.5 The LEP Board shall appoint the **private sector representatives** to the LEP Board. Any private sector representative on the LEP Board is appointed in their individual capacity, and not as a representative of their employer or any other organisation. No substitute members will be appointed for private sector representatives.
- 4.6 The LEP Board will select the private sector representatives in accordance with the LEP's diversity statement and in accordance with its Recruitment Procedure for Private Sector Representatives.
- 4.7 The following local authorities shall each appoint a **local authority representative** to the LEP Board⁶:
- City of **Bradford** Metropolitan District Council
 - Borough Council of **Calderdale**
 - **Kirklees** Metropolitan Council
 - **Leeds** City Council
 - Council of the City of **Wakefield**
- 4.8 Each of these local authorities may also appoint a substitute to act in the absence of their appointed representative, subject to the LEP Board Procedure Rules⁷. The substitute member must be an elected councillor from the same local authority as the member for whom they are substituting.
- 4.9 An officer cannot substitute for any member of the LEP Board.

Appointment of Chair and Deputy Chair of the LEP

- 4.10 The LEP Board will appoint:
- a private sector representative as **Chair of the LEP**, and
 - a private sector representative as a **Deputy Chair of the LEP**.
- 4.11 A person ceases to be Chair of the LEP or Deputy Chair of the LEP if they cease to be a member of the LEP Board.
- 4.12 The role of the Chair is to convene the local business community and public sector stakeholders, whilst overseeing the allocation of funding for which the LEP is responsible and the development of an economic

⁶ This is expected, but not required, to be the Leader of the relevant council.

⁷ See LEP Board Procedure Rule 9

strategy.

- 4.13 The LEP Board will select the Chair in accordance with the LEP's diversity statement and in accordance with its Recruitment Procedure for Private Sector Representatives. The terms of the appointment will be set out in an appointment letter from the Combined Authority to the Chair of the LEP.

Appointment of co-optees to the LEP Board

- 4.14 The LEP Board may at any time co-opt up to 5 additional persons with specialist knowledge to the LEP Board, subject to paragraph 4.17 below.

Terms of office

- 4.15 The term of office for each **private sector representative** appointed under paragraph 4.5 will normally be a maximum of three years, with an optional extension of three years. In exceptional circumstances, the LEP Board may approve an extension of a further three years.
- 4.16 The term of office for the **Chair** and **Deputy Chair** will be three years⁸, with an optional extension of three years. In exceptional circumstances, the LEP Board may approve a further extension of three years.
- 4.17 The term of office for each **co-optee** appointed under paragraph 4.14 will be one year, subject to any exceptional circumstances.
- 4.18 The LEP Board may terminate the membership of any **private sector representative** or **co-optee** at any time.
- 4.19 The term of office for any **local authority representative** (or their substitute) is at the discretion of their appointing authority; authorities may terminate their appointment or appoint a representative at any time, by notification in writing to the Combined Authority's Head of Legal and Governance.
- 4.20 Any member of the LEP Board or **co-optee** may resign at any time by written notification to the LEP Chair.
- 4.21 Any member of the LEP Board who fails to attend any meeting of the LEP Board throughout six consecutive months from the date they last attended such a meeting, shall cease to be a member of the LEP Board, unless the failure was due to a reason approved by the LEP Board before the expiry of the six month period⁹.

⁸ This provision to come into effect once the existing Chair's term of office has expired.

⁹ Any absence prior to 31 March 2020 shall not be taken into account for the purposes of this provision.

5. Membership of Combined Authority Panels

- 5.1 The Combined Authority may appoint any member of the LEP Board to be a member of a Combined Authority Panel or committee¹⁰. The minutes of any such Panel will be reported to the LEP Board as soon as reasonably practicable.

6. LEP Officers

- 6.1 Combined Authority officers serve both the LEP and the Combined Authority.
- 6.2 Every Combined Authority officer must comply with the Combined Authority Officers' Code of Conduct, which is published on the Combined Authority's web-site. Senior officers of the Combined Authority and other officers advising on LEP decisions are required to confirm that they will have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in their conduct at all times and that they will comply with the Combined Authority's Code of Conduct for Officers and Gifts and Hospitality Policy. They are also required to declare specified interests on a register. The register of the Chief Executive Officer shall be published on the LEP web-site.
- 6.3 The Head of Legal and Governance Services keeps a record of any notice of a pecuniary interest in a contract given by an officer¹¹.
- 6.4 Any other officer from another local authority advising the LEP must comply with the Officers' Code of Conduct adopted by their local authority.
- 6.5 All officers advising the LEP Board should be mindful of any potential conflicts of interest which may arise from their personal position, or their professional position (that is, arising out of the interests of any constituent local authority in a matter). They should exclude themselves from advising on any matter where their personal or professional interests are such that their integrity or objectivity may be questioned. The Conflicts of Interest Policy applies to any officer of the Combined Authority and any officer of a local authority who advise the Combined Authority or the LEP.
- 6.6 The Managing Director of the West Yorkshire Combined Authority is the **Chief Executive Officer** of the LEP.

¹⁰ The Combined Authority's governance arrangements will apply to any such appointment.

¹¹ Under S117 Local Government Act 1972 – see further the Combined Authority Procedure Standing Orders.

- 6.7 The role of the Combined Authority's Section 73 **Chief Finance Officer**¹² who is responsible for the proper administration of the Combined Authority's financial affairs, extends to the financial affairs of the LEP. The Section 73 Chief Finance Officer also has a role in relation to instilling good and proportionate LEP governance. The responsibilities of the Section 73 Chief Finance Officer are set out in detail in Appendix 2 of the Assurance Framework.

7. Members of the LEP Board - conduct

- 7.1 Every member of the LEP Board¹³ must comply with the LEP Board Members' Code of Conduct.
- 7.2 The register of interests required under the LEP Board Members' Code of Conduct will be published on the Combined Authority's website.
- 7.3 Any declarations of interest made by a member of the LEP Board at a meeting and any action taken, (such as leaving the room, or not taking part), will be recorded in the minutes for that meeting.
- 7.4 Any declaration of a conflict of interest by the Chair of the LEP precluding the Chair of the LEP from making an urgent decision on behalf of the LEP shall be recorded in the record of the decision reported to LEP Board.
- 7.5 Any alleged breach of the LEP Board Members' Code of Conduct will be dealt with under the procedure annexed to the Code.
- 7.6 The Conflicts of Interest Policy and Protocol apply to every member of the LEP Board.

8. LEP Board Groups

- 8.1 The LEP Board may at any time appoint an advisory group (in relation to a particular on-going issue or theme), or a working group (in relation to a time-limited task) for the purpose of providing advice to the LEP Board.
- 8.2 The LEP Board may appoint as a member of an advisory group or working group, any private sector representative or other persons who are not members of the LEP Board.
- 8.3 The membership of any group or working group appointed by the LEP Board must include a member of the LEP Board who will report back to the LEP Board on any recommendations made by the group.
- 8.4 The LEP Board shall determine the procedure for any group or

¹² Appointed under Section 73 Local Government Act 1985. This role is carried out by the Combined Authority's Director of Corporate Services

¹³ For the avoidance of doubt, this provision extends to any co-optee appointed to the LEP Board.

working group; in the absence of any such determination the procedure shall be determined by the group or working group itself.

9. LEP Board meetings

- 9.1 All meetings of the LEP Board will be held in accordance with the LEP Board Procedure Rules approved by the LEP Board from time to time.

10. Urgent decisions of the LEP

- 10.1 In exceptional circumstances where it is not practicable for the Chair of the LEP to call an additional meeting of the LEP Board to consider an urgent matter, the Chair of the LEP may, in consultation with the Combined Authority's Managing Director make an urgent decision on behalf of the LEP, provided that the Chair of the LEP does not have a conflict of interest in the matter.
- 10.2 No substantive decision may be taken by the Chair of the LEP under 10.1 without a written report.
- 10.3 Any such decision shall be reported to the next meeting of the LEP Board, and recorded and published in the minutes for that meeting.
- 10.4 The Deputy Chair of the LEP may exercise the power of the Chair of the LEP to make any urgent decision if the Chair of the LEP is unable to act due to absence, illness or a conflict of interest.

11. Scrutiny arrangements¹⁴

- 11.1 The Combined Authority's Overview and Scrutiny Committee may make a report or recommendations on any matter considered by the LEP or relating to LEP governance. It may also review or scrutinise any Combined Authority decision in its role as accountable body for the LEP. The Combined Authority's Scrutiny Officer shall facilitate the Committee to carry out appropriate scrutiny of LEP Board decision-making and LEP achievements.
- 11.2 The LEP may seek input from the Combined Authority's Overview and Scrutiny Committee on any issue relating to policy and strategy development or otherwise¹⁵.
- 11.3 Any member of the LEP Board may be asked to attend, or otherwise contribute to, a meeting of the Combined Authority's Overview and Scrutiny Committee, or any meeting of any Overview

¹⁴ These scrutiny arrangements are agreed by the LEP and the Combined Authority as its Accountable Body.

¹⁵ This will be by way of a request put forward to the Combined Authority's Scrutiny Officer, in the first instance.

and Scrutiny Committee appointed by any local authority in the Leeds City Region.

12. Lobbying

12.1 The LEP will not incur public expenditure in retaining the services of lobbyists to influence public officials, Members of Parliament, political parties of the Government to take a particular view on any issue.

13. Complaints and Whistleblowing

13.1 Any complaint received about the LEP will be dealt with under either

- the Combined Authority's Complaints Policy, or
- the LEP's Confidential Complaints Procedure.

13.2 Any complaint about an individual member of the LEP Board alleging a breach of the LEP Board Members' Code of Conduct will be dealt with in accordance with paragraph 7 above.

13.3 Any whistleblowing concerns raised about the LEP will be dealt with under the LEP's Whistleblowing Policy. This is published on the LEP's web-site.

13.4 Each of these procedures or policies shall be published on the Combined Authority web-site and accessible from the LEP web-site.

13.5 The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

14. Remuneration

14.1 No remuneration or expenses shall be payable to any member of the LEP Board, except in accordance with a published scheme approved from time to time by the LEP Board.

15. Amendments to LEP constitutional or governance documents

15.1 The Combined Authority's Head of Legal and Governance Services, in consultation with the Chair of the LEP, is authorised to make any changes to any constitutional or governance documents which are required:

- as a result of any government guidance, legislative change or decisions of the LEP Board, or
- to enable the documents to be kept up to date, or
- for the purposes of clarification only.

16. Publication of constitution and other governance documents

- 16.1 This Constitution and other governance documents approved by the LEP Board shall be published on the Combined Authority web-site and accessible from the LEP web-site.

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Leeds City Region Enterprise Partnership (LEP) Board

Procedure Rules

Introduction

As accountable body for the Leeds City Region Enterprise Partnership ('the LEP'), the West Yorkshire Combined Authority¹ (the Combined Authority) services LEP Board meetings, including maintaining the official record of LEP Board proceedings.

1 Role of the chair

- 1.1 The Chair of the LEP if present shall preside at any meeting of the LEP Board, or in their absence² the Deputy Chair of the LEP. If neither are present, the meeting will elect a chair to preside for that meeting.

2 Interpretation

- 2.1 The chair of a LEP Board meeting shall make any final decision at a LEP Board meeting about:
- how the Procedure Rules should be interpreted with respect to the conduct of that meeting; or
 - any question of procedure not provided for by the Procedure Rules.
- 2.2 The Head of Legal and Governance Services shall make any final decision about how the Procedure Rules should be interpreted relating to the conduct of any LEP Board business outside of a meeting of the LEP Board

3 Convening meetings

- 3.1 The LEP Board shall hold their annual meeting before the Combined Authority's annual meeting.
- 3.2 In addition to the annual meeting, the LEP Board will meet at least 3 times a year on dates agreed by the LEP Board.
- 3.3 The Chair of the LEP may subsequently amend the time or date of any meeting, convene or cancel a meeting at any time, in consultation with the Combined Authority's Head of Legal and Governance Services.

4 Place of meetings

- 4.1 The LEP Board may hold its meeting at any place within the Leeds City Region.

¹ through its Monitoring Officer, the Head of Legal and Governance Services.

² including where the Chair cannot participate due to a conflict of interest

5 Notice of meetings

- 5.1 The Combined Authority's Head of Legal and Governance Services will publish dates of LEP Board meetings on the Combined Authority's website as soon as reasonably practicable, once they are agreed by the LEP Board or otherwise convened by the Chair of the LEP Board.

6 Annual meeting business

- 6.1 At the annual meeting the LEP Board will:

- In respect of membership:
 - note the **local authority representatives** and substitutes appointed to the LEP Board
 - appoint (or confirm the continuing LEP Board membership of) **private sector representatives**
 - appoint (or confirm the continuing LEP Board membership of) any other **public sector representatives**
 - appoint any **co-optees to the LEP Board**
 - identify the member of the LEP Board to represent and engage with the **SME business community**
 - identify the member of the LEP Board to act as **diversity champion**
- appoint the **Deputy Chair of the LEP**
- nominate a **Combined Authority LEP Member** and their substitute
- appoint to any **outside bodies**
- appoint any **advisory group or working group** to the LEP Board
- review and approve the LEP's **governance documents**
- receive an annual report on **complaints and whistleblowing concerns** received about the LEP or any member of the LEP Board
- receive an annual statement relating to the LEP's **remuneration and expenses scheme** and **review the scheme**
- review and receive the LEP's **equality and diversity policy including the diversity statement**³
- receive the **Annual Scrutiny Report**⁴
- agree the **date and time** of LEP Board meetings for the year
- provide an **opportunity for the public to ask questions**, and
- consider **any other business** set out in the agenda for the meeting.

7 Business at LEP Board meetings

- 7.1 Every meeting of the LEP Board will:

³ This includes an annual report on diversity.

⁴ This summarises the work undertaken by the Overview and Scrutiny Committee in the previous year

- receive **declaration of interests** from members of the LEP Board
- approve the **minutes** of the last **LEP Board**
- consider **any decision of the Chair of the LEP** made under the **urgency provisions**
- receive the **minutes** of **or an update from** any LEP Board **advisory group or working group**
- receive the **minutes** of or an update **from the Combined Authority** and any relevant **Combined Authority advisory committee or panel**
- consider any relevant **reports or recommendations** from **the Combined Authority's Overview and Scrutiny Committee**⁵
- consider any **audit** reports or recommendations relating to LEP activities,⁶
- **receive a report on partnership and collaboration** and
- consider **any other business** set out in the agenda for the meeting.

7.2 No item of business may be considered by the LEP Board except:

- the business set out in the agenda, or
- business brought before the meeting as a matter of urgency in accordance with below.

7.3 An item may not be considered by the LEP Board unless:

- a copy of the agenda including the item⁷ has been open to public inspection for at least five clear days before the meeting, or
- by reason of special circumstances, which shall be specified in the minutes, the chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

7.4 All reports to the LEP Board shall include any written advice on the matter provided by the Combined Authority's Section 73 Chief Finance Officer⁸ and Monitoring Officer⁹.

8 Public access to agenda and reports

8.1 At least five clear days before a meeting of the LEP Board, the Head of Legal and Governance Services will make available for inspection by the

⁵ or from any other overview and scrutiny committee of any local authority within the Leeds City Region.

⁶ as determined by the Chief Finance Officer appointed by the Combined Authority under Section 73 Local Government Act 1985. This is the Combined Authority's Director of Corporate Services

⁷ This is subject to the provisions relating to exempt and confidential information as set out in the Access to Information Annex to these Procedure Rules

⁸ See footnote above.

⁹ The LEP Board's rationale for not following any advice should be recorded in the minutes of the meeting.

public at the Combined Authority's offices¹⁰:

- a copy of the agenda, and
- (subject to 7.3 above) reports for the meeting.

8.2 Where an item is added to an agenda, copies of which are open to inspection by the public, copies of the item (or of the revised agenda) and copies of any report for the meeting relating to the item (subject to 8.3 below), shall be open to inspection from the time the item is added to the agenda.

8.3 If a report relates only to an item during which, in the Head of Legal and Governance Services' opinion, the meeting is likely not to be open to the public¹¹, the Head of Legal and Governance Services may decide not to make the report (or part of it) open for inspection.

8.4 Where a report or any part of a report is not open to public inspection, the Head of Legal and Governance Services:

- will mark every copy of the report (or the part) "Not for publication", and
- state on every copy of the report (or the part) the description of the information on the basis of which the LEP Board are likely to exclude the public¹² if applicable.

9 Substitutes

9.1 A substitute member¹³ may only act in the absence of the member of the LEP Board:

- for whom they are the designated substitute
- where the member will be absent for the whole of the meeting, and
- where the Combined Authority's Head of Legal and Governance Services has received notice before the start of the meeting that the substitute will act.

10 Quorum

10.1 No business may be transacted at a meeting of the LEP Board, unless at least 4 members of the LEP Board (or their substitutes) are present, including one local authority representative and one private sector representative.

¹⁰ Wellington House 40-50 Wellington Street, Leeds LS1 2DE.

¹¹ In accordance with Procedure Rule 11.

¹² see the Access to Information Annex.

¹³ appointed under 4.7 of the LEP's Constitution

10.2 During the meeting, if the chair counts the number of members present, and declares there is not a quorum present, the meeting will adjourn immediately to a time and date fixed by the chair. If the chair does not fix a date, the remaining business will be considered at the next scheduled meeting of the LEP Board.

11 Public access to meetings

11.1 Any meeting of the LEP Board shall be open to the public except to the extent that the public are excluded (during the whole or part of the proceedings):

- to prevent the likely disclosure of confidential information¹⁴, or
- by resolution, to prevent the likely disclosure of exempt information¹⁵, or
- under Procedure Rule 13 relating to general disturbances.

11.2 A motion to exclude the press and public may be moved without notice at any meeting in relation to an item of business whenever it is likely that if members of the press or public were present for that item there would be disclosure of exempt information¹⁶.

12 Reporting proceedings

12.1 Without prejudice to the chair's powers in Procedure Rule 13 and subject to 12.2, 12.3 and 12.4, while any meeting of the LEP Board is open to the public, any person attending may report on the meeting and publish or disseminate the recording at the time of the meeting or after the meeting¹⁷.

12.2 The chair may decide not to permit oral reporting or oral commentary of the meeting as it takes place if the person reporting or providing the commentary is present at the meeting.

12.3 Where the public are excluded from a meeting to prevent the likely disclosure of confidential or exempt information, the chair may also prevent any person from reporting on the meeting using methods:

- which can be used without that person's presence, and
- which enable persons not at the meeting to see or hear the proceedings at the meeting as it takes place or later.

¹⁴ see the Access to Information Annex.

¹⁵ see the Access to Information Annex.

¹⁶ see the Access to Information Annex.

¹⁷ See further the Access to information Annex and the Code of Practice on recording meetings.

12.4 The chair may restrict any recording of a meeting where an external participant in the meeting objects to being recorded and the public interest in upholding their objection outweighs the public interest in allowing the recording to continue.

13 General disturbance

13.1 If a general disturbance makes orderly business impossible, the chair may:

- adjourn the meeting for as long as the chair thinks necessary, or
- call for any part of the meeting room open to the public to be cleared if the disturbance is in that part.

13.2 If a member of the public interrupts proceedings, the chair shall warn the person concerned. If they continue to interrupt, the chair may order them to be removed from the meeting room.

14 Voting

14.1 The LEP Board shall operate on a consensus model, wherever possible. Where a consensus is not achieved, a matter shall be carried by a majority of votes of the members of the LEP Board present and voting.

14.2 Subject to 14.3 each member of the LEP Board has one vote¹⁸.

14.3 The chair has a casting vote in the event of a tie.

15 Attending and speaking at a LEP Board meeting

15.1 The Combined Authority's Section 73 Officer and Monitoring Officer (or their nominees) have the right to attend and speak at any meeting of the LEP Board¹⁹.

15.2 The chair may invite any local authority officer to attend and speak at a LEP Board meeting to provide professional support and advice.

15.3 The chair may also invite a representative of any other organisation to attend and speak at any LEP Board meeting, in relation to any report relevant to that organisation²⁰.

¹⁸ The LEP Board Members' Code of Conduct sets out the circumstances in which a member of the LEP Board must exclude themselves from taking part in the discussion or voting.

¹⁹ These officers are also invited to attend any agenda setting meetings. These officers are not members of the LEP Board and are not entitled to vote.

²⁰ There is an open invitation for any Cities and Local Growth Area Lead to attend in the capacity of an observer, to ensure that Government is sighted on LEP processes and progress and is kept up to date with LEP decisions.

16 Minutes

16.1 Minutes of a meeting of the LEP Board will record:

- the names of all members of the LEP Board (or their substitute) present at the meeting,
- any declarations of interests made at the meeting, and any action taken²¹, and
- any decision or recommendation made by the LEP Board.

16.2 The Combined Authority's Head of Legal and Governance Services shall publish the draft minutes of a LEP meeting within 10 clear working days of the meeting taking place.

16.3 The Combined Authority's Head of Legal and Governance Services shall publish minutes of a LEP Board meeting on the Combined Authority website, within 10 clear working days of the meeting at which they are approved.

²¹ For example, that the member of the LEP Board did not participate in the decision or left the room.

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**Leeds City Region Enterprise Partnership (LEP)
& West Yorkshire Combined Authority (Combined Authority)**

**Recruitment and Appointment Procedure for Private Sector
Representatives**

1. Introduction

1.1 The LEP's Constitution provides for the LEP to appoint private sector representatives to the LEP. The Combined Authority also co-opts private sector representatives to its committees, including any advisory panel which reports to the LEP (a Panel). **The Combined Authority may also appoint such representatives to any working group.**

1.2 This procedure sets out the process to be followed in relation to the recruitment of any private sector representative¹ to:

- the LEP (including the LEP Chair) or
- any Panel **or working group** of the West Yorkshire Combined Authority.

1.3 The purpose of this procedure is to ensure that the recruitment for private sector representatives is carried out in a way which secures:

- selection on the basis of merit based on aptitude and ability,
- consistency, fairness and openness in line with the Nolan principles,
- appropriate succession planning, and
- effective recruitment of people who can bring new ideas and approaches.

1.4 The terms of office for any private sector representative on the LEP including the Chair, will be in accordance with the LEP Constitution. The terms of office for any private sector representative on a Panel **or working group** will be approved by the Combined Authority on appointment.

2. Diversity

2.1 It is recognised that the composition of representatives on the LEP **and the Combined Authority** is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each

¹ This is subject to exceptional circumstances where the LEP or the LEP Chair (subject to the confirmation of the Monitoring Officer) confirms that there are compelling reasons for not doing so.

recruitment exercise is to promote and achieve private sector representation that reflects the diversity, industry and geography of the region.

- 2.2 The LEP's Equality and Diversity Policy (including Diversity Statement) sets out how the LEP is committed to promoting diversity and equality of opportunity including in relation to the representatives on the LEP. All recruitment exercises will be carried out in accordance with the LEP's Equality and Diversity Policy.

3. Eligibility

- 3.1 A private sector representative should:

- live or work within the Leeds City Region, and
- be (or have been) employed by an organisation **not** included as central government, local government or a public corporate as defined for the UK National Accounts.²

- 3.2 No person may act as a private sector representative if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the five years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, or
- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
- they are an officer or servant of the Combined Authority or a Combined Authority subsidiary (within the meaning of the Transport Act 1962),
- they are currently employed in the public sector (that is, by an organisation included as central government, local government or a public corporate as defined for the UK National Accounts).

² Higher Education or Further Education Institutions are not classified as public sector organisations for this purpose. Public Sector Classifications can be viewed on the Office for National Statistics website [here](#)

4. Recruitment Exercises - private sector representatives other than the LEP Chair

- 4.1 A full media backed recruitment campaign may take place **as appropriate** in respect of private sector representation on the LEP and on any Panel **(or working group)** of the Combined Authority, as part of the LEP's succession planning arrangements.
- 4.2 A role profile for private sector representatives may be approved by the LEP Chief Executive³ in consultation with the LEP Chair before the start of each recruitment campaign.
- 4.3 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This may include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region may also be encouraged to share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.
- 4.4 The Combined Authority's officers will compose an appropriate advertisement and agree a suitable deadline for applications.
- 4.5 Applications may be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 4.6 Following the advertised deadline, applications will be reviewed to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 4.7 The LEP Chair and LEP's Chief Executive will agree a short-list of candidates, who may then be invited to meet with an interview panel. The interview panel for private sector representatives may consist of:
- the LEP Chair,
 - a private sector representative, and

³ The LEP Chief Executive is also the Combined Authority's Managing Director

- a local authority representative.
- 4.8 Appropriate Combined Authority officers may attend the interview, to advise only.
- 4.9 Before the interview, each shortlisted candidate may be asked to provide contact details for two referees.
- 4.10 Each candidate will be assessed by the interview panel on merit, based on aptitude and ability assessed against the role profile for the position, taking into account their application, interview and references.
- 4.11 In respect of private sector representatives on the LEP, the LEP Chief Executive will report the recommendations of any interview panel to the LEP, which will make any appointment. Successful candidates to the LEP may be notified by the LEP Chair.
- 4.12 With the LEP Chair's consent, Panel Chairs may interview potential candidates for their respective Panel. The appropriate Panel lead officer may attend in support.
- 4.13 In respect of private sector representatives on any Panel, the LEP's Chief Executive will report the recommendations of any interview panel to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment.

5. Private Sector Reserve

- 5.1 Where the number of suitable candidates exceeds the number of vacancies, any suitable candidate who is not appointed to a vacancy may be given the opportunity to join a Private Sector Reserve which may remain in place until the next recruitment campaign⁴, as part of the LEP's succession planning arrangements.
- 5.2 Should a vacancy arise for a private sector representative at any time between each full campaign⁵, then the Private Sector Relationship Manager may invite an EOI from the individuals in the Private Sector Reserve to fill this vacancy.

⁴ Their original application and any other details held for them will be held until the next recruitment campaign.

⁵ Including any vacancy which arises due to any changes in Panel or working group arrangements

- 5.3 The Private Sector Relationship Manager may also invite an Eol from all existing private sector representatives in relation to any vacancy, in case they wish to be considered for that vacancy.
- 5.4 Where any Eol is received:
- In respect of vacancies for private sector representatives on the LEP, the LEP Chair will consider any Eols and may meet with any candidates to assess their suitability for the particular position.
 - In respect of vacancies for private sector representatives on a Panel, the appropriate Panel Chair will consider any Eols and may meet with any candidates to assess their suitability for the particular position.
- 5.5 If no Eols are submitted, new applicants may be sought via a recruitment campaign with the vacancy being advertised on the LEP and Combined Authority web-sites, and any another appropriate website and social media. The vacancy may be advertised for a minimum of 14 days, and the process set out in paragraphs 4.4 – 4.9 above followed.
- 5.6 In respect of private sector representatives on the LEP, the LEP's Chief Executive will report recommendations to the LEP, which will make any appointment.
- 5.7 In respect of private sector representatives on any Panel, the LEP's Chief Executive will report any recommendations to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment.

6. LEP & Panel Composition & Conditions

- 6.1 Each private sector representative is appointed with the expectation that they remain in the same or similar role and industry for the duration of their term of office. They must advise the Private Sector Relationship Manager of any changes in their employment, within seven days.
- 6.2 The LEP Chair and Panel Chairs may periodically meet with private sector representatives, and any proposed changes in employment/sector focus should be discussed at that time.
- 6.3 Subject to approval by the Combined Authority and the LEP Board, a private sector representative may be appointed to more than one Panel, or appointed to a different Panel, should their sector focus change or their knowledge or experience be better utilised elsewhere.

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6.4 A private sector representative must also advise the Private Sector Relationship Manager as soon as reasonably practicable if they are no longer eligible to act as a private sector representative, for example, if they become employed in the public sector. See section 3, Eligibility.

7. Recruitment and appointment of the LEP Chair

7.1 The LEP's Constitution provides for the Chair to be a private sector representative.

7.2 Where a vacancy arises (or is due to arise) in the position of LEP Chair, the role profile for the position may be reviewed and approved by the LEP's Chief Executive before the start of each recruitment campaign, further to engagement with the business community through the LEP's Business Communications Group.

7.3 Officers will compose an appropriate advertisement and agree a suitable deadline for applications, further to engagement with the business community, through the LEP's Business Communications Group.

7.4 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This may include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region may be encouraged to also share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.

7.5 In addition to the media backed recruitment campaign, extensive, wide reaching and transparent engagement with the business community via press, social media and the Business Communications Group may take place.

7.6 The vacancy may also be published on the Government's Centre for Public Appointments website.

7.7 Applications may be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.

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- 7.8 Following the advertised deadline, applications will be reviewed to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 7.9 The LEP's Chief Executive will agree a short-list of candidates, who will then be invited to meet with an interview panel. The interview panel will as a minimum include:
- a private sector representative who is not a member of the LEP, and
 - a local authority representative.
- 7.10 Appropriate Combined Authority officers will attend the interview, to advise only.
- 7.11 Before the interview, each shortlisted candidate may be asked to provide contact details for two referees.
- 7.12 Each candidate will be assessed by the interview panel on merit, based on aptitude and ability assessed against the role profile for the position, taking into account their application, interview and references.
- 7.13 The interview panel will make recommendations to the LEP with regard to the appointment of a LEP Chair.
- 7.14 The LEP Chair's term will be in accordance with the LEP Constitution.
- 7.15 The terms of their appointment will be set out in an appointment letter from the Combined Authority to the LEP Chair.

8. Appointment of the LEP Deputy Chair

8.1 The LEP Constitution provides for the LEP Board to appoint a private sector LEP Deputy Chair.

8.2 The Private Sector Relationship Manager may invite an EoI from all Private Sector representatives on the LEP Board in relation to any vacancy arising.

8.3 The Deputy Chair may be appointed by the LEP Board from among the private sector representatives on the LEP Board.

9. Panel Chairs

9.1 The LEP's Chief Executive may seek recommendations from the LEP relating to the appointment of any private sector representative as a Panel Chair at

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any time. Any recommendations will be considered by the Combined Authority, which will appoint the Panel Chair.

10. Induction and Training

- 10.1 Appropriate training and induction is provided to all representatives, including private sector representatives. Further training may also be provided throughout their term, including diversity training and briefings on new developments, as and when required and this will be kept under review in accordance with the Leeds City Region's Assurance Framework.

Leeds City Region Enterprise Partnership (LEP)

Equality and Diversity Policy including Diversity Statement

Introduction

In order to deliver significant growth and productivity gains we aim to remove all barriers to achieving economic performance, resulting in tangible economic benefits to our businesses, residents, visitors, workforce and diverse communities. Our diverse communities will benefit from strong economic growth and no community will be excluded from full participation in economic life and progress.

The competitive advantage arising from local diversity will be harnessed to drive growth. We aim to integrate equality into all that we do, and the work that others do on behalf of the Leeds City Region.

What is Equality and Diversity?

Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including race, gender, disability, religion or belief, sex, sexual orientation, age, gender reassignment, pregnancy and maternity, marriage and civil partnership.

Diversity aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all.

Diversity and equality issues impact everyone in the Leeds City Region area, hence we are committed to removing barriers that might restrict people and continue to work towards positive change.

Commitment required

The LEP is committed to achieving diversity and equality of opportunity both as a partnership and as a commissioner of services. In practice this means doing what we can to positively promote equality and diversity across the delivery of projects, programmes and services and in relation to our own structure.

The LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

What we will do

The LEP will engage with all stakeholders and be inclusive and transparent in all communications. Our priorities and objectives mostly deliver an equality impact, for example, by targeting key sectors, priority groups, and local communities. In addition, we will work with our partners to ensure that all project development, commissioning and tendering procedures support the following principles:

- Advancing equality of opportunity;
- Showing our commitment to support those with a protected characteristic into enterprise and employment;
- Ensuring the elimination of unlawful discrimination, harassment and victimisation.

We will ensure barriers to equality are being proactively tackled at delivery level and in delivering our equality and diversity policy we will:

- Assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve any identified adverse impacts;
- Through West Yorkshire Combined Authority role as the accountable body, monitor our social, environmental and economic impact and the impact on equality as we implement our strategies, policies and programmes;
- Be open and transparent and publish all information regarding our progress on achieving equality and diversity;
- Work in partnership with the range of local, regional, and national organisations to create new and better actions;
- Provide excellent customer care by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their communities; and
- Promote best practice.

Diversity Statement regarding LEP Board and Advisory Panel membership

It is recognised that the composition of representatives on the LEP is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each recruitment exercise for private sector representatives is to promote and achieve representation that reflects the diversity, industry and geography of the region.

Selection of private sector representatives by the LEP Board for LEP Board membership will be on the basis of aptitude and ability, in accordance with the LEP's Recruitment and Appointment Procedure for Private Sector Representatives. The

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Recruitment and Appointment Procedure also covers appointments of private sector representatives to the Advisory Panels appointed by the Combined Authority which report to the LEP Board. We encourage applications from all diverse backgrounds and endeavour to recruit openly from our community so that the LEP Board as a whole reflects regional diversity in terms of the protected characteristics.

Further to the National Local Growth Assurance Framework (2019) this statement acts as our commitment to ensure that by 2020 at least one third of members of the LEP Board are women with an expectation for equal representation by 2023.

We ensure that all members of the LEP Board including any co-optees have equality and diversity training.

Responsibilities

The ultimate responsibility for our policy rests with the LEP Board members to ensure that there are systems in place to put this policy into practice on a day-to-day basis.

The LEP is responsible and accountable for the implementation of this policy and for ensuring we fulfil our role in addressing diversity issues by promotion of this policy.

At its annual meeting, the LEP Board identifies a member of the LEP Board to act as **diversity champion**. Their role is to encourage diversity and ensure that the LEP is acting in line with this policy (including the diversity statement).

The LEP Board **Members' Code of Conduct** requires each member of the LEP Board to act consistently with this policy (including the diversity statement). They are obliged by the Code not to do anything which may cause the LEP Board or the Combined Authority to breach any duty relating to equality or contribute to any failure to comply with the LEP's policy.

Combined Authority officers serve both the LEP and the Combined Authority. They must comply with the Combined Authority's **employee equality and diversity policy**.

Review and monitoring

This policy (including the diversity statement) is reviewed by the LEP Board as a minimum every year at the LEP Board's annual meeting, at which the LEP Board also receives an **annual report on diversity** discussing progress in encouraging diversity (including the gender balance) on the LEP Board, and how improvements can be made.

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Report to: Leeds City Region Enterprise Partnership Board (LEP Board)

Date: 25 February 2020

Subject: **Strengthened Local Enterprise Partnerships**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Katie McLean

1. Purpose of this report

- 1.1 To update the Board on work underway to ensure that the LEP complies with the Government's requirements set out in *Strengthened LEPs*.
- 1.2 To seek agreement from the Board on principles and mechanisms designed to ensure that collaborative partnership work continues across the functional economic area of the region with minimal impact on the delivery of core projects.

2. Information

- 2.1 The LEP Board has previously taken decisions so the City Region has a LEP that fulfils the requirements of the Government's requirements in '*Strengthened Local Enterprise Partnerships*', including on geographic footprint: government has mandated that overlaps between LEP areas must be removed.
- 2.2 At its meeting on 16 January the Board agreed to change its geography so that from 31 March 2020 onwards, the LEP will formally cover the districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield. The LEP will continue to be known as Leeds City Region Enterprise Partnership, and membership is set out for agreement and endorsement in item 6, Governance.
- 2.3 When taking this decision, the Board agreed to seek strong partnership arrangements with neighbouring LEPs and partner authorities (namely Barnsley, Craven, Harrogate, Selby and York) to ensure that the region's economic priorities continue to be delivered and future investment is aligned to create the greatest possible benefits for all.
- 2.4 Whilst taking the decision to revise the LEP's formal geographic footprint, the LEP Board acknowledged several risks that would require mitigation:
 - **Economic geography:** 93% of the resident workforce work within the boundaries of the city region in a three-tier labour market. Each urban centre in the city region draws labour from a strong local catchment, and

Leeds draws labour from across the entire City Region and, as such, it is the strongest economic centre, though there are strong cross-boundary commuting flows in all districts of the City Region. Overall, around 25% of residents in employment commute across local authority boundaries to work. Reducing the footprint will mean that the geography of the LEP does not reflect the full economic geography of the City Region.

- **Recognition:** Partnership working across the Leeds City Region might not be as strong in 'formal' terms as it needs to be and might not be recognised by Government.
- **Scale:** A smaller LEP might be less able to work at scale with partners. This could affect operational efficiency.
- **Strategy and decision-making:** Those areas which are in the Leeds City Region economic geography, but which will no longer be part of the Leeds City Region LEP could lose influence on strategy development, decision-making and involvement in funding applications.
- **Programmes:** The LEP provides programmes and services which continue to be funded in 2020-21 covering the whole City Region, but for which funding is then undecided. If the geography is changed, then those areas that are no longer part of the LEP might not be able to receive those services in the future.

Partnerships and Collaboration

- 2.5 Our objective is to continue working together as effectively as possible given that the relationship with some wider City Region authorities is changing. Every effort will be made to minimise disruption to ways of working, delivery of existing programmes, and achievement of the objectives of the LEP and the wider City Region.
- 2.6 Both the Leeds City Region LEP and York, North Yorkshire and East Riding LEP are committed to working in partnership to achieve shared objectives, and core priorities, suggested as the following where work is already shared:
- Leeds City Region Climate Coalition to tackle the climate emergency
 - Leeds City Region Duty to Cooperate and Statement of Common Ground
 - Future Leeds City Region Transforming Cities Fund bids
 - Marketing of the Leeds City Region to inward investors
- 2.7 Consideration has been given to formal governance arrangements and pragmatic ways of delivering effective solutions to ensure continued economic prosperity across the functional economic geography of the region. One possible mechanism to ensure this is the creation of a cross LEP committee and this is being explored in the context of devolution discussions in the region.
- 2.8 Any formal mechanism for cross LEP work could be underpinned by a formal collaboration agreement and this is in development. An updated position on collaboration will be brought to a future LEP Board.

- 2.9 Also of relevance to the work of the LEP is the potential evolution of the Combined Authority through a mayoral devolution deal. Negotiations are ongoing and an update will be brought to a future meeting of the LEP Board.

Broader Regional Membership

- 2.10 In support of the desire to maintain business as usual, it is also proposed that while the LEP's formal membership encompasses the five West Yorkshire Districts and private sector Panel Chairs, representatives of the four 'hinge' authorities (Craven, Harrogate, Selby and York) could continue to be invited to attend Board meetings on a non-voting basis. This would allow discussion, debate and decisions to be taken with the benefit of a regional understanding of impact, benefits and opportunities.
- 2.11 A district authority ceasing to be a formal member of the Leeds City Region LEP does not preclude the continuation of strong partnership working across the economic geography, including access to future funding bids (subject to any restrictions imposed by Government).
- 2.12 It is proposed that all ten former Leeds City Region authorities continue to be welcome to attend LEP Panels, in particular where the Panel is overseeing programmes which are being delivered in their area. This arrangement would be in place initially until March 2021 until the end of the current Growth Deal. More information of programme and project funding is set out from 2.15 in this report.

Co-opted Private Sector Membership

- 2.13 The Strengthened LEPs review also makes provision to appoint up to five co-optees with specialist knowledge at the Annual Meeting on a one year basis. This is addressed as part of item 7, Governance, with a proposal to strengthen representation from business groups on the LEP Board.
- 2.14 No voting rights will be afforded to co-opted members.

Existing and Future Funding

- 2.15 The LEP has three major funding programmes: Growth Deal, West Yorkshire + Transport Fund, and Growing Places Fund (GPF), managed in conjunction with the Combined Authority as the accountable body. The Board considered current arrangements for delivering these, and the mitigating steps to be taken to ensure that these are unaffected as far as possible at their meeting on 16 January, and these are set out in appendix 1.
- 2.16 In addition there are a number of projects and programmes delivered across the former Leeds City Region geography, and consideration of the most pragmatic means of continuing the delivery of these with minimal disruption is as set out below, subject to the ratification of a formal collaboration agreement between the LEPs.

Business Support

- 2.17 There are several business support products currently being delivered across the current Leeds City Region geography, funded in the most part by European Regional Development Fund (ERDF) and Local Growth Fund (LGF), and often a combination of the two.
- 2.18 It is understood that **Growth Hub** funding from Government for 2020/21 will remain at the same level as the previous three years for both current LEP geographies. If this position changes an update will be brought to this Board at the first opportunity. However, the figures are likely to change for future years from April 2021 which will have an impact on the current Leeds City Region ERDF Growth Hub extension project as it relies on Government and all of the City Region's current Local Authorities for match-funding. Consultations will take place with each of the current Local Authorities and constructive discussions have commenced between the two LEP Business Support teams to identify delivery options for April 2021 onwards and to then put in place the most appropriate model.
- 2.19 The LEP/Combined Authority currently uses Local Growth Fund (LGF) to provide the following capital grant programmes to business across the current Leeds City Region geography. The delivery period for these LGF funded projects runs until the end of March 2021
- **Business Growth Programme** – Capital grants to businesses that will lead to new job-creation
 - **#Grow and #Welcome** – Funding for the creative and digital sector to establish new operations within the (current) Leeds City Region geography
 - **Productivity Pilot** – Pilot programme to incentivise productivity improvements within a small cohort of businesses, rather than requiring projects to lead to the creation of new jobs.
- 2.20 The following programmes are delivered using ERDF funding, or a combination of ERDF and LGF funding. These programmes operate across the current Leeds City Region except Barnsley, with the exception of REBiz which operates across an extended geography of Leeds City Region and North Yorkshire.
- **Access Innovation / Connecting Innovation** – Programmes to support SME innovation. Access Innovation finishes at the end of June 2021. Connecting Innovation has not yet been contracted but is expected to start in April 2020 and run until March 2023.
 - **Strategic Business Growth** – support for SMEs with high growth potential. The current programme finishes at the end of March 2020 however a request to extend the project has been submitted to Government to extend the project until the end of March 2023.
 - **Investment Readiness** – providing SMEs with impartial advice and guidance on the full range of finance products available in the market. The current programme finishes at the end of December 2021. A request to extend the project by a further 18 months (to end of June

2023) will be submitted to Government in mid-late 2020 in response to the final call for projects which was issued in mid-2019.

- **REBiz** – Resource efficiency and circular economy SME support programme for the Leeds City Region and North Yorkshire which launched in January 2020 and will run until the end of December 2022.

2.21 In addition, the Business Support team also deliver the **Travel Plan Network (TPN)**. This is part funded by the European Interreg SHARE-North programme and provides its business members with expert advice and guidance on implementing sustainable travel solutions and relocation support. The programme covers only the West Yorkshire geography.

Employment & Skills

2.22 The LEP/Combined Authority currently delivers the following Employment and Skills Services:

- **Futuregoals** – an all-age careers platform, reaching 250,000 people per year to inform and inspire them about careers across the Leeds City Region. We have contract targets across the old Leeds City Region geography and officers will continue to work closely with our neighbouring LEPs to ensure complementarity with their activity.
- **[re]boot** – a part-ESF funded programme supporting re-training for underemployed adults and recent graduates. The programme will deliver across Leeds City Region (excluding Barnsley), until 31 March 2022.
- **Employment Hub** – a part-ESF funded programme delivered in partnership with local authority partners, to broker apprenticeship and employment opportunities for young people aged 15-24. The programme will deliver across Leeds City Region (excluding Barnsley), until 31 March 2022.
- **Enterprise Adviser Network and Careers Hubs** - The LEP is currently co-funded by the Careers and Enterprise Company to deliver activity to improve the destinations of our young people, including by building strategic relationships between businesses and schools. In the overlapping area of York and North Yorkshire, the caseload is split between the two LEPs by agreement. Funding confirmation is awaited beyond August 2020. Final confirmation will follow in due course.
- **Apprenticeship Levy Transfer Service** – this service is currently intended to deliver until March 2021 across the old LEP geography and helps levy-payers to either use their levy funds to recruit their own apprentice or transfer their unspent levy to other businesses seeking apprenticeship funding. Officers will continue to work closely with colleagues in neighbouring LEPs to ensure alignment with their activity and priorities.
- A decision is expected imminently about an application from the LEP/Combined Authority to deliver a part-ESF funded **Skills for Growth** programme which will support businesses to navigate and engage with the full breadth of the education system. Should this application be successful, the programme will deliver across the old LEP geography, excluding Barnsley, as required in the specification.

- 2.23 As the current ESIF strategy currently covers the former Leeds City Region geography, excluding Barnsley, there is a great deal of employment and skills provision being delivered across this geography, funded through European Social Funding (ESF). This delivery is funded through a wide range of different delivery organisations with different end dates for programmes.

Trade & Investment

- 2.24 There are several existing services operated by the Trade & Investment team at Leeds City Region LEP which work across the York, North Yorkshire and East Riding LEP geography:
- **Investor propositions** are developed using statistics and economic data that incorporates both LEP geographies.
 - Leeds City Region officers provide a full **Investment Promotion Agency** service for the York, North Yorkshire and East Riding LEP. Inward investment enquiries generated via this service are actively encouraged to invest in all districts of the broader LEP geography.
 - An annual strategy that identifies numerous **inward investment opportunities** which stem from core-capabilities in our regions key industrial sectors is coordinated on a cross-LEP basis. Many of these i.e. Food & Drink and Agri-tech derive from industrial capabilities that lie predominantly in the York, North Yorkshire and East Riding LEP geography.
 - **International profile-raising activity** such as attendance at key events such as MIPIIM, SMART Cities, Arab Health currently facilitates opportunities for businesses and local authorities in the York, North Yorkshire and East Riding geography.
 - Leeds City Region LEP receives an annual £200,000 grant award from the Department of International Trade to key account manage circa. **120 foreign-owned businesses** across the broader Leeds City Region geography. Approximately, 30 of these are in the York, North Yorkshire and East Riding LEP region. Future bids for 2020/21 funding had to be submitted on 5 February 2020. Pending a formal collaboration agreement, this bid was submitted on exactly the same terms as previous years, allowing the service to avoid any disruption and continue to meet the needs of the businesses it serves.
 - **Major grant schemes** such as Strategic Inward Investment Fund, #Welcome and #Grow are administered and delivered by the Leeds City Region LEP across the broader LEP geography and currently enable applications from businesses in all districts.
 - **International trade development**, export initiatives, advocacy, collaboration with trade bodies and campaigns all take place across both geographies.
 - The various programmes and initiatives contained within the **Creative Industries Opportunity Programme** are applicable to businesses across both LEP geographies.
 - **International market development** in China and India received funding from the Business Rates Pool in late 2019. Whilst we still await confirmation, it is believed that Harrogate was one of the contributors to BRP and therefore should continue to be a beneficiary of this activity.

- 2.25 It is not proposed that any changes are made to delivery of the above services, programmes and schemes, and that as a starting point of principle, future working is carried out on a cross geography basis subject to agreed ways of working and a formal collaboration agreement to support partnership working.
- 2.26 Any European funded programmes which apply across the City Region will continue until their conclusion.
- 2.27 For current 'hinge' local authorities (Barnsley, Craven, Harrogate, Selby and York), the future impact on available funding will be subject to decisions by Government about funding allocations and rules governing them. This includes the UK Shared Prosperity Fund. Where it makes sense, the default position will be to continue work with colleagues in partner LEPs and authorities across the broader economy.
- 2.28 The implications on other funding streams will be considered in due course, with every effort made to minimise the disruption to delivery and to maximise positive impact on the communities that the LEPs serve.

3. Clean Growth Implications

- 3.1 Through meeting the requirements of Strengthened LEPs, the LEP will be positively working towards meeting its stated corporate priority of combatting climate change through a positive working relationship with Government which will enable future policy making to fulfil the LEP's clean growth ambitions.

4. Financial Implications

- 4.1 In putting in place a LEP that meets the full requirements of *Strengthened Local Enterprise Partnerships*, both LEPs have removed the risk of being penalised in future funding for local growth and infrastructure.
- 4.2 It is expected that the future funding impact for hinge authorities will be neutral. This is because previous funding has been split between two LEPs, with local projects accessing funding from both. The removal of overlaps means local funding will go to only one LEP.
- 4.3 For the period of the current Growth Deal (2014 – 2021) it is intended that these will continue as planned across the former geography.
- 4.4 Government has not yet confirmed its future approach to funding LEP core costs.

5. Legal Implications

- 5.1 The report covers the proactive steps which have been taken in order for the LEP to comply with Government's requirements.

6. Staffing Implications

6.1 There are no direct staffing implications.

7. External Consultees

7.1 Discussions with partner authorities, York, North Yorkshire and East Riding LEP and Government are ongoing.

8. Recommendations

8.1 That the Board notes and supports work to maintain strong partnership working arrangements across the former Leeds City Region geography with LEP and local authority partners.

8.2 That the Board notes that discussions to agree a codified collaboration agreement are ongoing and that proposals will come to a future meeting of LEP Board for endorsement and agreement.

9. Background Documents

None

10. Appendices

Appendix 1 - Funding

Item 8 | Strengthened LEPs Appendix 1: Funding

Growth Deal

Covering the whole Leeds City Region, this funding finishes at the end of March 2021 so there will be a one-year period when the funding covers the whole region but the LEP Board membership does not.

Solution

Delivery of Growth Deal projects to be completed as planned, including specified projects in Craven, Harrogate, Selby and York.

West Yorkshire + Transport Fund

Managed by the Combined Authority until 2034/35. City of York Council (CYC) is party to this and this arrangement is covered through a legal agreement between York and the Combined Authority.

Solution

CYC remains part of the Transport Fund and schemes would continue to be delivered as currently. York is a non-constituent member of the Combined Authority and has a representative on the Combined Authority's Investment Committee.

Growing Places Fund (GPF)

This funding was awarded to the LEP for the whole of the City Region. The original award of GPF totalled circa £36.5 million of which approximately £24 million of was given out in loans. The approach to these recycled funds (after allowing for bad debts) was considered by the LEP Board on 25 September 2019.

Solution

The recommended option is that the money is used as per (item 11) on the LEP's new geography.

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Report to: Leeds City Region Enterprise Partnership

Date: 25 February 2020

Subject: **Local Industrial Strategy**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Emma Longbottom

1. Purpose of this report

- 1.1 To update the LEP Board on the development of a Local Industrial Strategy (LIS).

2. Information

- 2.1 As previously reported, a LIS is being developed for the LEP area that will focus on bold steps aimed at boosting productivity and driving inclusive and clean growth for a post-2030 economy. As discussed at the previous LEP Board, the general election and uncertainty around Brexit mean that the timescales for the development of the LIS were extended. The proposed submission date is now summer 2020.
- 2.2 The LIS will build on the success of the Strategic Economic Plan and set the direction for the next stage of the economic transformation. To reflect the changing economy and future challenges, it will sit within the Strategic Economic Framework (SEF), an agile, long-term strategic framework, incorporating a full range of policies and strategies across economic development and transport, reflecting the scale of our ambitions and priorities for the City Region and the urgent need to tackle the climate emergency.
- 2.3 Priorities for the LIS have been identified against the five foundations of productivity – People, Place, Infrastructure, Ideas and Business Environment. In addition, at the LEP Board away day in September there was strong support for focusing on the Ageing Society and AI and Data Grand Challenges but with reference to the region’s contribution to meeting the other two challenges. These priorities are now being developed into a full narrative.
- 2.4 The focus of the LIS is to boost productivity whilst supporting clean and inclusive growth. The emerging top priorities are:
- Health Tech – The Leeds City Region will foster innovative product development in medical technology and digital health solutions, at scale,

with global reach, building on our science and innovation audit. Our approach to health and productivity is twofold - Innovation driving improved health outcomes globally – improved health and wellbeing driving productivity locally.

- Inclusive Business Leadership and Behaviours - The Leeds City Region's economy is very diverse, boasting world leading SME strengths in multiple sectors. We will capitalise on these strengths to ensure all communities contribute to and benefit from growth. We will focus on positive firm-level behaviours that generate significant productivity boosts in a clean and inclusive way, irrespective of sector.
- AI and Data – The Leeds City Region has significant strengths around fintech, data, artificial intelligence (AI), machine learning and cyber security and a strong research base. We will build on our existing assets to become the leading digital services City Region and the best place to start and grow a digital technology business, growing the ecosystem of digital tech businesses across the City Region.
- Tech for Good: Lives Transformed by Digital Tech – As the home to the UK's fastest growing digital sector we will ensure digital technologies are used for good – to improve people's lives, create new business opportunities and address societal challenges - positioning Leeds City Region as the Digital Powerhouse of the North.

2.5 Throughout the development process, health has been identified as key to the productivity challenge and an area of distinctiveness for the region. The health sector is a major employer in the city region, with significant clusters of technology-focused firms driving innovative approaches to health and medicine that could significantly enhance both lives and productivity. Relatively poor health outcomes are a significant impediment to regional productivity, and our ambitions for the environment, place-making and culture are key to the improving this situation. Embracing both the opportunities and challenges of this is central to our ambition to ensure this Strategy drives economic growth that delivers opportunity and enhancements to quality of life for everyone. It is therefore proposed that the LIS will contain a central big idea - *“Healthy lives that improve wellbeing and productivity”*.

2.6 In parallel, the West Yorkshire and Harrogate (WYH) Health Partnership have been developing the WYH 5 Year Strategy for Health and Care, and in particular developing an approach to Improving Population Health.

2.7 At their meeting held on 16 January 2020 the LEP Board endorsed further exploration of four broad areas of shared interest, where we could use collaborative delivery of these two key regional strategies to maximise impact. These are:

- Life-Led - To be a region that understands and invests in lifetime health, both for our current population and for future generations. This means that we are serious about people's lives being at the centre of our ambitions for regional growth and wellbeing.
- Climate - To become a leader in responding to climate emergency.

- Good Work - There is strong evidence that shows good work drives good health, and good health enables good work. We should use our key strategies to focus our regional efforts on being.
- Ageing Well - Focus on the strengths our older population brings to the region and co-produce with them the ideas and solutions to ageing well in our region.

Process and Key Milestones

- 2.7 LISs need to be underpinned by robust evidence that draws out relative strengths and weaknesses, with an emphasis on productivity. The draft economic analysis was completed in the summer and is now being finalised to support the policy priorities and narrative.
- 2.8 A draft of the LIS will be circulated to the LEP board and panels for comment prior to submission.
- 2.9 Key milestones for the development of the LIS are:
- ✓ Initial call for evidence completed May
 - ✓ Initial economic evidence report complete June
 - ✓ Initial stakeholder engagement completed August
 - ✓ Second call for evidence completed July
 - ✓ Headline economic evidence report published August
 - ✓ Draft policy proposals completed August
 - ✓ Consultation and engagement on draft proposals October/November
 - ✓ LIS drafted and tested November/December
 - Further refine of draft to reflect emerging Government priorities and ongoing discussions during Spring 2020
 - Final economic evidence report published Spring 2020
 - LIS finalised and submitted to Government Summer 2020
 - LIS published 2020 (subject to agreement with Government)

3. Clean Growth Implications

- 3.1 Clean growth is a cross cutting theme within the LIS and as such is being embedded into the priorities and narrative.

4. Financial Implications

- 4.1 There are no financial implications directly arising from this report.

5. Legal Implications

- 5.1 There are no legal implications directly arising from this report.

6. Staffing Implications

- 6.1 The LIS development forms a central component of the Combined Authority and LEP's programme of work to broaden its policy range. This will continue to

require capacity and expertise from the Combined Authority, local authorities and other partners, which can largely be provided within existing resources.

7. External Consultees

7.1 A programme of external engagement has been undertaken to inform the development of the Local Industrial Strategy and has been described in previous updates.

8. Recommendations

8.1 That the Board notes the progress made.

9. Background Documents

9.1 None

10. Appendices

None

Report to: LEP Board

Date: 25 February 2020

Subject: **Brexit**

Director(s): Alan Reiss, Director, Policy, Strategy and Communications
Brian Archer, Director of Economic Services

Author(s): Alex Clarke and Marc Adams

1. Purpose of this report

- 1.1 To provide an update to the Local Enterprise Partnership Board on the organisational preparation being undertaken by the West Yorkshire Combined Authority (Combined Authority) and Leeds City Region Local Enterprise Partnership (LEP) for the United Kingdom's exit from the European Union, and to frame a discussion on the approach to be taken during the transition period following Withdrawal Agreement ratification. Given that early negotiating positions are in the process of being formed, and the need for this work to react to these, a further verbal update may be provided at the meeting.

2. Information

- 2.1 The Combined Authority and LEP has continued to support the city region in preparing for Brexit over the period since the EU referendum. As the country enters the transition period until 31 December 2020, the LEP is poised to play a proactive role in providing support to the city region's businesses as they plan for the opportunities and challenges they may have as a result of a new business environment. This paper updates on key activities that ensure the preparedness of businesses for the transition period and beyond (in particular on business support and communications) and raises questions for discussion regarding the approach to key strategic debates that are currently underway regarding the future trading relationship in particular.

Approach to the transition

- 2.2 Much of the work of the Combined Authority and LEP to date in working with partners and supporting businesses on preparing for Brexit continues to be the right approach for the transition phase. However, it is important that plans for the period up to 31 December 2020 and the end of the transition acknowledge specific dynamics, developments and scenarios that are likely to unfold during the year, specifically:

- What arrangements are proposed for trade with the UK moving out of the single market and customs union
- What new customs processes and cross-border VAT arrangements will be proposed
- Whether a free trade agreement will be in place or Great Britain will trade on World Trade Organisation (WTO) terms with the EU
- The proposed new immigration system
- Whether there is a return to “Operation Yellowhammer” resilience preparations or similar partnerships
- What specific legal and regulatory changes will businesses need to prepare for and when
- Whether progress is made on emerging trade deals with other parts of the world.

2.3 In response to these dynamics of the transition phase, the Combined Authority and LEP will need to focus on what role it can play alongside other partners. Whilst the Gold and Silver Command arrangements will continue to meet regularly, the focus of activity will move to a more strategic approach to considering specific Brexit issues – including the impact of key policy changes such as on immigration, trade policy, regulatory changes, legal/contractual matters, future funding models (including Shared Prosperity Fund) and on data. The Combined Authority will also focus its Brexit activity on:

- Continuing to work in partnership – both with local authorities and with other key partners, such as Chambers and other business membership/representative organisations – sharing plans and coordinating activity
- Understanding the implications for business of the UK’s future trade relationships – including the opportunities and threats to certain sectors and markets. The Combined Authority is supporting work at a Yorkshire and Humber level on this matter, led by Tom Riordan (Chief Executive of Leeds City Council).
- Continuing to work with businesses to ensure preparedness and resilience, with a focus on regulation, legal issues and financial management
- Developing a communications plan for businesses, that focusses on what they need to do before the end of the transition phase
- Coordinating the Yorkshire and Humber Brexit cluster, including on business intelligence and potential opportunities.
- Keeping emergency response arrangements updated in the background to ensure preparedness if required

Business support

2.4 As over previous months, the LEP continues to collect and coordinate intelligence on business preparation activities, and provide updates to BEIS,

DIT and MHCLG from across Yorkshire and Humber. This is via the role of Cluster Lead for the Growth Hubs in the region, with the model being replicated across the country via another nine clusters. Frequency for this intelligence reporting has now moved to a fortnightly basis.

- 2.5 The Growth Hub continues to prepare to be as ready as possible for the impacts of Brexit on businesses, meeting regularly with business support leads in each local authority, with representatives of leading business membership bodies (via the Business Communications Group) and directly with businesses themselves via the LEP's business-facing teams and marketing activities to ensure alignment with other activity.
- 2.6 The team of SME Growth Managers has now risen to 19 FTEs who are supporting over 1,000 businesses to access the right support to meet their growth and resilience needs across the City Region. In addition, the Combined Authority has commissioned a legal firm to work intensively with a cohort of the City Region's large UK-owned businesses. This will provide valuable insight into the practical challenges and opportunities facing the businesses and help to inform future policy and activity regionally and nationally. Furthermore, the LEP's £2 million Brexit Business Support scheme has been developed and is ready to be implemented. However, this has been paused until further clarity on the new business-facing campaign from the Government, and any associated resources for the LEPs/Growth Hubs, has been received.

Communications

- 2.7 As the Government's 'Get ready for Brexit campaign' has been paused indefinitely, the Combined Authority, in collaboration with partners, has looked to revise its Brexit communication strategy to reflect what communications will be required during the transition phase. This strategy will need to be flexible to respond to changes as they develop. Current activity includes:
- The LEP co-ordinated a Brexit roundtable, held on January 20th, in partnership with business media outlet The Business Desk. It was attended by local business leaders and intermediaries. Topics and insights from that discussion will provide the basis for future communications content for businesses about how to prepare for changes ahead.
 - The LEP is currently running a digital and print advertising campaign to promote the Growth Service and the wide range of business support currently available. This campaign will be tailored as required to meet any specific opportunities during the transition period.
 - Work is underway to scope an integrated communications and marketing plan, aimed at SMEs in the Yorkshire and Humber, to provide peer-to-peer business advice and expert insights that will consider topical challenges and opportunities in a pragmatic way. Issues related to Brexit will be an important part of this work.

Trade priorities and opportunities

- 2.8 As mentioned in paragraphs 2.2 and 2.3, one of the primary aims of the Brexit transition phase will be to set out the UK's trade priorities, both in negotiations with the EU on a free trade agreement, but more broadly in the anticipation of further trade deals being concluded unilaterally by the UK outside the EU. The LEP will keep a close watching brief through the negotiations, so that specific opportunities can be identified and supported as issues are clarified, feeding in to these as appropriate. This is also directly relevant to our Trade and Inward Investment activity as a LEP, with further details on this in item 11 on the agenda. In the meantime, there is an opportunity to set out what the priorities for the UK's new trading environment are at the city region level and to progress areas of activity that can already be taken forward. This includes exploring and making representations as appropriate in the following areas:
- **Exports:** Understanding the regions export levels, its core export markets aligned with key sectors integrated with the UKs new global trading relationships.
 - **Skills and employment:** the impact on the regions current labour force, opportunities towards future skills development and training provision in the context of exporting, automation and productivity.
 - **Sectors:** an opportunity to showcase the city region's strengths and shape UK policy towards increasing investment and export potential. e.g. net zero carbon aspirations in energy.
 - **SME Support:** refocus SME support on business resilience and forward/scenario planning. An opportunity to use the changing economic context to promote and amplify the priorities in our developing Local Industrial Strategy around productivity, clean growth and investing in innovation and other positive business behaviours.
- 2.9 The Government have recently launched two consultations, one on an approach to Most Favoured Nation Tariff Policy and one on Freeports, which could provide opportunities to set out trade priorities for the Leeds City Region. These consultations provide opportunities for the Region to set out its views on those issues. Further to this the LEP will explore other opportunities to set out its priorities with regards to Trade policy.

3. Clean Growth Implications

- 3.1 The UK's exit from the European Union, and the future trading relationship established with the EU and other states could have significant implications for clean growth, in terms of regulations, emissions and existing cooperation. The opportunities for the Leeds City Region to consider in the transition period (outlined at 2.9) will be evaluated in terms of their implications for clean growth and will need to be aligned to the LEPs roadmap and action plan for the city region.

4. Financial Implications

- 4.1 There are no financial implications directly arising from this report.

5. Legal Implications

5.1 There are no legal implications directly arising from this report.

6. Staffing Implications

6.1 There are no staffing implications directly arising from this report.

7. External Consultees

7.1 Information about engagement with partners is contained in the report

8. Recommendations

8.1 That the Board notes the update on LEP activity in relation to Brexit and provides a steer on the approach to the transition period, including on making representations regarding trade deals.

9. Background Documents

None.

10. Appendices

None

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Report to: Leeds City Region Enterprise Partnership Board (LEP Board)

Date: 25 February 2020

Subject: **Trade and Investment Forward Plan**

Director: Brian Archer, Director of Economic services.

Author(s): David Shepherd, Head of Trade and Investment

1. Purpose of this report

- 1.1 To inform LEP Board Members about important activities relating to trade and investment operations and the forward planning activities for the Trade and Investment service for 2020/2021

2. Information

2.1 Trade & Investment team 2020/21 Forward Plan

- 2.2 Following an analysis of 2019/20 activity the Trade and Investment team is developing a forward plan of proposed activity for 2020/21.

- 2.3 A presentation will be given at the LEP Board meeting reflecting upon an analysis of previous years foreign direct investment (FDI) patterns and trends and how the implementation of new sector plans will provide greater clarity on what the region's main investment opportunities are in 2020/21.

- 2.4 In the context of Brexit, the retention of all foreign owned companies, irrespective of location, remains a high priority for the team as does providing ongoing support to companies during the transition period.

- 2.5 During 2020/21 the team must retain a degree of flexibility and agility so it can respond accordingly to emerging opportunities during a period of change from both a national and international perspective.

- 2.6 Guidance from Department for International Trade (DIT) on future trade deals will be critical so the LEP can deliver a comprehensive and regular trade focussed communications programme and assist businesses to explore future international trade opportunities.

Northern Powerhouse (NPH) Trade & Investment Prospectus

- 2.7 Following a request to NP11 by Minister for the Northern Powerhouse, Jake Berry MP, a proposal for significant growth in trade and investment activities across the Northern Powerhouse region was submitted in January.
- 2.8 The Proposition is the product of collaboration by local trade and investment specialists across the North, underpinned by Steer Economics and supported by NP11 LEP Chairs and the Convention of the North.
- 2.9 The report re-affirms the NPH regions future export and inward investment ambitions. It also identifies several operational and strategic initiatives that should take place if they are to be achieved.
- 2.10 The report has been submitted to the Department for International Trade (DIT) and Business, Energy and Industrial Strategy (BEIS) states that the operational activities are estimated to require an additional £67.4m over three years. It requests ministerial sign-off and the creation of a Northern Powerhouse Trade and Investment Leadership Board to oversee its delivery via a pan-Northern trade and investment plan.

3. Clean Growth Implications

- 3.1 There are no clean growth implications in endorsing this strategy

4. Financial Implications

- 4.1 There are no financial implications in endorsing this strategy

5. Legal Implications

- 5.1 There are no legal implications arising from this report

6. Staffing Implications

- 6.1 There are no direct staffing implications arising from this report.

7. External Consultees

- 7.1 No external consultations have been undertaken.

8. Recommendations

- 8.1 The LEP Board are asked to approve the approach outlined in the 2020/21 Forward Plan.

9. Background Documents

- 9.1 None

10. Appendices

None

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Report to: Leeds City Region Enterprise Partnership Board (LEP Board)

Date: 25 February 2020

Subject: **Culture, Sport and Major Events**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Karen Durham

1. Purpose of this report

- 1.1 To inform LEP Board Members about the ongoing activity of City Region partners who are working together to unlock the full potential of culture, sport and major events to deliver the City Region's vision.
- 1.2 To provide LEP Board with an update on the development of the Leeds City Region Cultural Framework and Vision document and to endorse the adoption of the framework and further development of the support structure arrangements including development of the partnerships.

Background

- 2.1 The LEP Board have previously acknowledged that culture, sport and major events play a unique role in helping to inform and deliver the regional inclusive growth agenda and to this end commissioned work to assess how culture could be integrated and factored into policy, programme development and delivery. Whilst the LEP is not responsible for direct delivery, its role as an advocate for culture and ability to convene local and national partnerships will aid effective collaborative programmes and projects to be developed as well as assisting in increasing resources for culture in the City Region.
- 2.2 Over the past 10 months this work has been taken forward in consultation with a wide range of stakeholders, resulting in the development of a City Region Cultural Framework and outline Vision document. This has been a unique, innovative approach with significant buy-in from partners. The documents will be owned and used by partners in developing their own local and national plans and secure commitment from partners to the LEP cultural agenda.

Cultural Framework and Vision

- 2.3 The Cultural Framework has been developed to give context to the potential opportunities that exist for the region's cultural offer and identity to be developed, or for culture to be embedded within, or add value to, other

programmes. The Framework is designed to be used within the LEP and with partners to ensure culture is considered alongside other cross-cutting agendas. It is not intended to impose any specific expectations and the examples included are indicative, to help illustrate the potential.

- 2.4 It is intended that the content / context of the framework and the vision document can be adopted and used by Local Authorities and others in developing their own cultural policies and might be considered in developing Local Development Plans.
- 2.5 To support the adoption of a cultural framework a cultural narrative / vision document is being developed. This will showcase existing strengths and future opportunities. It will highlight high level priorities and be an advocacy document, co-authored / owned by the city region partners including DCMS Arms-Length Bodies (ALBs) in the region responsible for culture.

Consultations

- 2.6 A wide range of partnerships and relationships have been developed through this work. These have informed development and will be critical for delivery.
- 2.7 The work is overseen by Place Panel and has been shaped through a number of consultations, including with a cultural steering group under the leadership of the lead chief executive for culture. All Local Authority heads of culture have been consulted and engaged throughout the process through individual meetings and through membership of the steering group.
- 2.8 Discussions have taken place with cultural funding bodies including Arts Council England, Heritage Lottery Fund, Historic England, and Yorkshire Sport/Sport England, who are keen to embed a greater 'place' focus in their approaches, providing opportunity to better align funding decisions around shared aims. This has enabled the work to factor in existing and emerging regional / national cultural policies with alignment to national activity.

Framework and Vision next steps

- 2.9 The vision document will be developed to include a narrative that tells the story of the region. The document appended is a broad outline of contents and not a draft of the final document, with the full design and images included finalised once the content is complete.
- 2.10 There is a cross over between this work and the visitor / tourism economy sector. To facilitate joint working the new Chief Executive of Welcome to Yorkshire will be invited to future cultural steering group meetings.
- 2.11 A number of partnerships and structures are emerging which will be vital for the delivery of the cultural framework and vision and for continuing the work instigated to develop effective cultural partnership relationships. Some of these are currently active but some need to be further developed and endorsed as ways of working. These include a regional Cultural Steering

Group, a Partnership Group, regional partnerships through NP11 and the Yorkshire Leaders' Board, and a proposal for LEP Cultural Champions, outlined below.

Cultural Champions

- 2.12 One of the barriers identified in progressing the cultural agenda has been that due to its cross cutting nature it does not sit comfortably under any one panel or with any one programme, and so although widely appreciated and supported it has not been explicitly considered strategically across the broad LEP agenda. Therefore, it is recommended that “cultural champions/advocates” are identified for each Panel. They will be responsible for ensuring that the cultural opportunities as described in the framework are considered and implemented where appropriate and where they can add value to the agenda of that Panel.
- 2.13 It is proposed that these cultural champions will convene as a group and engage collectively with the cultural partners to help steer the cultural focus and aid them in the development of future action plans when appropriate.
- 2.14 In the first instance cultural champions/ advocates may be recruited as volunteers from existing panel members, but if there are gaps then future recruitment of LEP members should factor this in.
- 2.15 This would be a new way of working and could be on a trial basis and with possibilities to extend to other cross cutting agendas.

3. Clean Growth Implications

- 3.1 There are no clean growth implications in endorsing this strategy

4. Financial Implications

- 4.1 There are no financial implications in endorsing this strategy

5. Legal Implications

- 5.1 There are no legal implications arising from this report

6. Staffing Implications

- 6.1 There are no direct staffing implications arising from this report.

7. External Consultees

- 7.1 Consultation and engagement has taken place through the following routes: Place Panel; Chief Executives; Cultural Steering Group; Arts Council England; National Heritage Lottery Fund; Historic England; Yorkshire Sport; Local Authorities.

8. Recommendations

- 8.1 LEP board are asked to note the ongoing activity of City Region partners who are working together to unlock the full potential of culture, sport and major events to deliver the City Region's vision.
- 8.2 LEP board are asked to endorse the adoption of the framework, subject to final amendments and design work.
- 8.3 LEP board are asked to agree the proposal to establish a group of cultural champions across the LEP panels to steer the cross-cutting cultural agenda of the LEP, and to note ongoing work to establish partnership arrangements to deliver the framework and vision.
- 8.4 LEP board are asked to note the outline cultural vision document which will be further developed with the Cultural steering group.

9. Background Documents

- 9.1 None

10. Appendices

- Appendix 1 – Cultural Framework
- Appendix 2 – Draft Outline Vision document

Cultural Framework

	How culture contributes (Why)	Ambition /outcomes Aims (What)	Potential interventions/opportunities (How EXAMPLES)
<p>Place Making and Branding</p> <p>Visitor and citizen experience</p>	<p>Culturally led regeneration and a high quality diverse cultural offer helps create an attractive place which in turn can increase a place's ability to attract inward investment.</p> <p>Culture is what makes a place special and unique. Culture tells the stories of where we have come from, who we are today and what our vision is for the future and links people – existing residents, new residents and visitors</p> <p>Culture can create new narratives that celebrate and join up USPs and tell a compelling story. It can build profile, both for specific places but also have potential to promote the region through cultural assets and wider 'brand'</p> <p>Culture cultivates civic pride, shared sense of identity and place and can also reveal and share multiple identities'</p>	<p>Culture is embedded within all place based work and place planning and is used to deliver higher quality, more connected and sustainable places. Culture is recognised and developed for its role in supporting the visitor economy.</p>	<p><i>Through developing local and regional plans that consider cultural outcomes as well as opportunities to engage with cultural activity including access to culture.</i></p> <p><i>Through developing local and regional plans that also value the distinctiveness of the place and facilitate means by which this can be creatively expressed and through development of culturally led regeneration</i></p> <p><i>By working collaboratively with cultural sector on place making agendas</i></p> <p><i>By development of effective and relevant bids or proposals for the area to external cultural funding opportunities – e.g. – High Streets fund – CDF – Northern Cultural regeneration</i></p> <p><i>Through creative development of Public Realm to inspire and engage</i></p> <p><i>Through supporting and development of one-off or ongoing annual activity, including major cultural and sporting events- particularly where</i></p>

	<p>A high quality connected cultural offer can lead to increased tourism, visitor numbers and overnights stays to boost LCR economy</p> <p>Cultural activity creates opportunities for creating new partnerships, including with the private and public sector</p>		<p><i>they can significantly enhance an area through increased visitor spend and in bringing communities together e.g. Tour de Yorkshire – Triathlon, Rugby League World Cup</i></p> <p><i>By supporting ongoing cultural programming, for example place based festivals, or pop-up activity in empty shops</i></p> <p><i>Through taking opportunities for hosting new, or expanding existing local, regional, national or international events particularly those which generate a stronger regional narrative (eg key themes such as sculpture, food & drink, rugby, textiles, walking etc)</i></p>
	How culture contributes (Why)	Ambition /outcomes Aims (What)	Potential interventions/opportunities (How EXAMPLES)
Creative, innovative business, and workspace development	<p>Culture and creativity can deliver innovation, enterprise, technology, and high value job potential.</p> <p>The cultural offer helps build the business environment. Culture is a pull factor for business location decisions, and areas with a culture, sport and heritage offer are more likely to see growth in creative industries</p> <p>There is good evidence that physically active employees are more productive; Physical activity programmes at work have been found to reduce absenteeism</p>	<p>Cultural and creative businesses and their supply chains are developed and supported to maximise their potential.</p>	<p><i>Opportunities to increase investment based on specific sector capability, e.g. heritage</i></p> <p><i>Support to the sector itself, with networks to coach and build leadership skills and mentorship across the system</i></p> <p><i>Concentrated cultural investment that creates clustering effects, offering benefits of shared infrastructure, knowledge spill overs and innovation.</i></p> <p><i>Through conversion of underused spaces into cultural venues or affordable spaces for creative businesses that can rejuvenate areas, create</i></p>

	Cultural industries can be a catalyst for creativity and innovation across all sectors of employment that boosts productivity.		<i>footfall and attract business investment, leading to sustainable solutions.</i>
	How culture contributes (Why)	Ambition /outcomes Aims (What)	Potential interventions/opportunities (How) EXAMPLES
Sustainability and Environmental best practice	<p>The cultural sector play a significant role in both raising awareness of environmental climate change and in encouraging sustainable economic, and environmental practices. That draw attention to issues, and create agency for change. Culture gives space to articulate ideas.</p> <p>Active travel options, including walking and cycling, help towards clean air targets and increase spend in local place</p> <p>Promotion and use of blue and green spaces enhances sustainability and environmental best practice</p> <p>Use of arts and culture can create opportunities to disrupt, generate new knowledge and foster cultural practice that can be disseminated across sectors.</p> <p>Our natural heritage reconnects people to nature and is fundamentally to sustainability and carbon capture.</p>	<p>The sport, culture and creativity sector promotes clean growth; sustainability is developed and promoted including active travel, walking and cycling alongside programmes that deliver key messages relating to climate change and sustainability</p>	<p><i>Support of activity which builds upon the areas competitive advantage to reflect the area's unspoilt nature and natural assets</i></p> <p><i>Commissioning processes emerging which prioritise environmental practice</i></p> <p><i>Develop and support activity and organisations that are articulating and demonstrating best environmental practice or highlighting climate crisis issues</i></p>

	How culture contributes (Why)	Ambition /outcomes Aims (What)	Potential interventions/opportunities (How) EXAMPLES
Wellbeing / active, connected and engaged communities	<p>Engagement in cultural activity transforms the lives for individuals and communities; improving physical and mental wellbeing, individual reliance, connectivity and enhanced capacity and skills</p> <p>SE/VCS and cultural organisations are experts at engaging with communities thereby well placed to assist in delivering inclusive growth and community cohesion objectives</p> <p>Culture can deliver health benefits; including physical and mental health and wellbeing gained from participating in and enjoying sport and from access to cultural opportunities.</p> <p>Community-led cultural activity can help promote a sense of cultural belonging, which helps to inspire people, build a collective identity and raise aspirations</p> <p>Culture can help build stronger communities through people actively participating together and by involving local people as co-creators ambassadors, volunteers and campaigners</p>	<p>More people are actively engaged and take part in cultural activity, and there is a growth in audiences and participants of all cultural activity</p>	<p><i>Community development and asset based approaches to community involvement such as the Creative People and Places Programme and other locally developed schemes.</i></p> <p><i>Finding connectivity between the culture, creative and physical activity sector in communities</i></p> <p><i>Volunteer development and community capacity programmes</i></p> <p><i>Development of fringe style approaches to all major regional events – supporting communities to be involved.</i></p> <p><i>Commissioning schemes which are accessible for all local organisations to support inclusive growth</i></p> <p><i>Active Partnerships - need to clarify what this role is?</i></p> <p><i>Sport England Local Delivery pilots (Calderdale & Bradford) to share their best practice and ensure regional learning</i></p>

	Community-led cultural activity promotes cultural belonging, which helps to inspire people and build a collective identity		
	How culture contributes (Why)	Ambition /outcomes Aims (What)	Potential interventions/opportunities (How) EXAMPLES
Employment and Skills	<p>Cultural / creative organisations can deliver innovation, enterprise, technology, and high value job potential.</p> <p>Cultural engagement and volunteering opportunities build confidence, capacity and skills in individuals that provide routes into learning, work and training for people for whom traditional pathways have not worked.</p> <p>The strong links with creative industries and in particular the role both play in developing creative and the priority skills which employees agree are needed across the economy in the next 10-20 years.</p>	Increased employment figures in culture, sport and arts roles across Leeds City Region	<p><i>Through opportunities to building creative skills to inspire and motivate young people</i></p> <p><i>Connecting the sport, culture and creative skills opportunities into a more connected pathway;</i></p> <p><i>Ensuring industry is engaged and shaping apprenticeships and courses for the future generation.</i></p> <p><i>Creative local growth fund</i></p> <p><i>Future goals</i></p>

Summary

Outcome /Aim	Panel	WYCA / LEP sponsor / Champion
<p>Culture is embedded within all place based work and place planning and is used to deliver higher quality, more connected and sustainable places.</p> <p>Culture is recognised and developed for its role in supporting the visitor economy.</p>	Place Panel	
<p>Cultural and creative businesses and their supply chains are developed and supported to maximise their potential</p>	BIG	
<p>More people are actively engaged and take part in cultural activity, and there is a growth in audiences and participants of all cultural activity</p>	Inclusive Growth	
<p>There is an increase in employment in culture, sport and arts roles across Leeds City Region.</p>	Skills	
<p>Cultural activity that promotes clean growth and sustainability is developed and promoted including active travel, walking and cycling alongside programmes that deliver key messages relating to climate change and sustainability.</p>	Green	

What this might look like in practice

1 Culture is embedded within all place based work / planning and is used to deliver higher quality, more connected and sustainable places

Examples

- Boost LCR economy through development of high quality cultural and creativity products and programmes resulting in increased visitors to the region, including more overnight and longer stays and spend in all parts of the region
- Enhance infrastructure design through inclusion of active, creative and more sustainable elements
- Support projects that demonstrate how they can increase the international profile of the Leeds City Region
- Support new and existing events and festivals seeking to lift the profile of the City Region and contribute significantly to the economy, particularly those which are developed in an innovative and sustainable way and support wider regional growth.
- Support interventions which will enhance productivity of existing visitor attractions to extend the tourism season and encourage visitors to stay for longer.
- Develop High-level strategic marketing and brand promotion in order to build awareness to support the visitor economy –at a local level, City Region level and/or Yorkshire level
- Support activity which will improve cross-boundary collaboration between the local authority areas within the broader city region geography
- Develop a more coherent regional approach to economic impact data to review success and justify further investment. .
- Undertake more research and data capture that can demonstrate the impact of culture

2 Cultural and creative businesses and their supply chains are developed and supported to maximise their potential

Examples

- Support projects that provide opportunities to build the creative / cultural business environment
- Support projects that develop creative and innovative use of technology, such as 3D Imaging, Oculus Rift and other visual reality technology.

- Develop appropriate and sustained sector support for new and developing Creative industries; including tailored investment opportunities for companies with strong IP

3 More people are actively engaged and take part in cultural activity, and there is a growth in audiences and participants of all cultural activity

Examples

- Support projects that provide an exceptional quality of life for all residents, particularly the most disadvantaged so communities feel a sense of belonging and identity and are happy with the area where they live and work (impacts on physical and mental health and wellbeing)
- Support investment in small scale infrastructure for the development of outdoor tourism, such as cycling and walking
- Support interventions which will drive community engagement and build creative skills to inspire and motivate young people

4 There is an increase in employment figures in culture, sport and arts roles across Leeds City Region.

Examples

- Continue to develop strong links with creative industries sector and in particular support the role both play in developing
- Support projects and programmes that provide routes into learning, work and training for people for whom traditional pathways have not worked for them and improve community cohesion;
- Support industry led skills and course development:
- Support for new start up's and entrepreneurial-ship
- Support volunteering schemes to enable new skills which may lead to employment
- Support Multi venue apprenticeships –rounded experience opportunities

5 Sport, culture and creativity organisations are developing and delivering key messages relating to climate change and sustainability.

- Support projects and programmes that draw attention to issues, and create agency for change in relation to environmental issues.
- Support active travel options, including walking and cycling,
- Promote use of blue and green spaces to enhance sustainability and environmental best practice
- Support programmes that enhance or promote the natural heritage of the City Region

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Leeds City Region: Culture Vision

105

February 2020

NOTE that this is a draft to be used as an indication of content only and is not for publication



Agenda Item 12
Appendix 2



Content

1. The Leeds City Region
2. Why culture is important to us
3. Purpose of the Culture Vision
4. Vision statement
5. Terminology
6. Our cultural assets
7. Our opportunities and challenges
8. Strong partnerships



About the Leeds City Region

The facts - the City Region has:

- A £66.5 billion economy – the biggest contributor to the Northern Powerhouse
- The UK's largest regional finance centre and more manufacturing jobs than anywhere in the country
- ¹⁰⁸Over 3 million residents and 1.4 million workforce – largest and fastest growing in the North
- Excellent connectivity being at the centre of the UK, within one hour's drive of 7 million people with greater opportunities to come through transformational transport programmes such as HS2 and Northern Powerhouse Rail



Draft

Culture is important

Culture and cultural activities take place everywhere, every day. We make, experience, learn and join in because it matters to us.

From YouTube dancers to library users, from heritage assets to global sporting events, **we turn to culture to have fun, to connect with friends and strangers, to express ourselves and make sense of the world.**

Culture benefits individuals, binds communities, and contributes to both local economic growth and the global success of our creative industries.



Outcomes influenced by culture

- ✓ Sparks regeneration through cultural assets, remoulding places and their brands
- ✓ Retains and attracts new talent with a high quality of life
- ✓ Underpins a lucrative visitor economy
- ✓ Improves residents' health and wellbeing
- ✓ Offers different routes to develop skills and move into work
- ✓ Builds understanding and cohesion across diverse communities
- ✓ Stimulates new perspectives, which businesses use to innovate and solve commercial and societal challenges





Purpose of the Culture Vision

- Sets out the strategic ambitions for culture, heritage and major events so the Leeds City Region offers a high quality of life for residents and visitors.
- It will be developed with partners to ensure a collaborative approach and vision for culture in the City Region.
- ¹/₁₂ All recognise they have a part to play in turning our collective vision into reality.
- To ensure partners have a clear understanding of Leeds City Region priorities –to alignment funding priorities
- To be an advocacy document for the Leeds City Region



Vision statement and ambitions

The Leeds City Region's attractiveness as a place to live, visit and invest depends on a great quality of life. This is at the heart of our approach to a strong and inclusive economy.

Our diversity of cultural and heritage assets, sporting and major events brings people together with pride in our places. But we want to go further.

We believe culture can help deliver a stronger economy and more inclusive communities.

The Leeds City Region Enterprise Partnership (LEP), working in partnership with the West Yorkshire Combined Authority, local authorities and strategic funders of culture, heritage and sporting events will deliver against a framework that aligns activities and ensures residents and visitors experience a better quality of life.

Opportunities

- i. More people take part in cultural activity, and there is a growth in audiences and participants of all cultural activity
- ii. A great quality of life, underpinned by stronger cultural offer, is at the forefront of place branding which attracts and retains talent
- iii. Culture is embedded within place-based planning and is used to deliver higher quality, more connected and sustainable places
- iv. 114 Cultural and creative businesses and their supply chains are developed and supported to maximise their potential
- v. There is an increase in employment in culture, sport and arts roles across the City Region
- vi. Using culture to offer different routes to develop skills
- vii. Increased visitor numbers and spending
- viii. Sport, cultural and heritage organisations are developing and delivering key messages relating to climate change and sustainability





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Report to: Leeds City Region Enterprise Partnership Board (LEP Board)

Date: 25 February 2020

Subject: **Corporate Performance Report**

Director: Angela Taylor, Director, Corporate Services

Author(s): Jon Sheard, Head of Finance
Louise Porter, Corporate Performance and Planning Manager

1. Purpose of this report

- 1.1 To provide the LEP Board with an update on a range of corporate and governance matters.

2. Information

- 2.1 As previously agreed a corporate performance report is now being submitted to each meeting of the LEP Board, to provide information on budgets, performance management, risk, audit, scrutiny and any other matters that emerge. This is in line with recommended practice as set out in the Strengthened Local Enterprise Partnerships document and in line with the commitments in the Assurance Framework.

Budget Monitoring 2019/20

- 2.2 A summary of the 2019/20 current spend to budget as at December 2019 is attached at **Appendix 1**. A RAG rating has been included to identify budgets that need further review. There are no 'red' areas of concern to report, reflecting the close monitoring that takes place on an ongoing basis.
- 2.3 The approved annual budget included a £1.2 million deficit to be funded from general reserves. As previously reported a forecast exercise was undertaken in October 2019 resulting in the year end position expected to be a £0.3 million surplus. This improved position results in money going into the general reserve rather than being taken out. A further forecast is currently underway and updated position will be provided for the next meeting.
- 2.4 The general reserves are therefore forecast to be approximately £7m as at the end of the financial year. As previously reported the proposal is to retain general reserves at this level to help manage emerging pressures including Brexit, work on bus options following the announcement of the proposed sale of First Group's bus operations and 'cliff edge' funding for a range of projects.

- 2.5 The revenue and capital budgets for 2020/21 (plus two years) were reported in detail to the LEP Board at the January meeting. These budgets were approved at the Combined Authority meeting on 6 February 2020 and performance against these budgets will be reported during 2020/21.

2019/20 Corporate Plan and LEP Annual Delivery Plan

- 2.6 In line with the requirements of the Strengthened Local Enterprise Partnerships agenda, the first LEP Annual Delivery Plan was published in May 2019. This Delivery Plan sets out the detailed proposals and targets for the LEP in 2019/20 financial year.
- 2.7 The LEP Annual Delivery Plan has been designed as a standalone document, but also forms an integral part of the organisation's overarching Corporate Plan, which sets out the priorities for the Combined Authority and the LEP as a whole. The wider Corporate Plan is structured around four overarching corporate priorities of Boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth.
- 2.8 In order to measure the organisation's specific contribution to meeting these four corporate objectives, a set of key performance indicators have been developed and are routinely monitored. A summary of progress against these indicators for the year to date is provided in **Appendix 2** as part of the wider corporate performance snapshot.
- 2.9 The analysis of performance against objectives to date reflects a positive position overall. Most of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region are on track to being achieved.

2020/21 Corporate Plan and LEP Annual Delivery Plan

- 2.10 The Combined Authority approved the 2020/21 budget and accompanying business plan for the organisation at their meeting of 6 February 2020. This sets out the detailed objectives to be delivered by the Combined Authority and the LEP over the next financial year. As was the case for the current financial year, a standalone LEP Annual Delivery Plan will be prepared to set out the detailed priorities for the LEP in 2020/21. This is currently in development and the draft content will be shared with the LEP Board at their meeting of 1st April.

Corporate Risk Update

- 2.11 In line with the provisions of the corporate risk management strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly.
- 2.12 A refresh of the Corporate Risk Management Strategy has recently been undertaken and was approved by the Governance and Audit Committee at their meeting of 23 January 2020. The strategy builds on existing provisions to

ensure risk management arrangements continue to meet the developing needs of the Combined Authority and the LEP and a copy of the final document can be found here.

2.13 The key changes that have been made in the updated Corporate Risk Management Strategy are summarised below:

- The organisation's risk appetite has been reviewed in consultation with the officer Regulatory and Compliance Board and incorporates feedback from an informal workshop held with Combined Authority members. A revised list of categories has been included with ratings set to more clearly reflect the organisation's appetite for risk across varying themes which reflect the four corporate priorities.
- The organisation's risk assessment matrix has been updated, to address several existing problems with the previous iteration. The revised matrix ensures equal distribution of risk categories, and descriptors have been updated with the most recent guidance from ISO 31000. The matrix ensures the number of risk ratings are equal to those in the organisation's risk appetite to ensure comparison between the two is clear and easy to understand.
- The corporate risk register template has been simplified and enhanced, incorporating standardised wording to help ensure risks are captured in a uniform, easy-to-understand format. The register provides automated information on the direction of travel of a given risk and uses standardised terminology consistent with that used across supporting documentation.
- Roles and responsibilities for risk management, including reporting and escalation routes, have been improved and clarified in the new strategy documentation.

2.14 The Corporate Risk Register has also been updated to reflect the provisions of the Corporate Risk Management Strategy and a summary of the headline strategic risks currently contained within it is provided at **Appendix 2**.

Audit

2.15 The internal audit plan as approved by the Governance and Audit Committee of the Combined Authority covers the activities of the whole organisation. No further audit assignments specifically on LEP activities have been completed since the January meeting. Planning for the 2020/21 Audit Plan has commenced and the Governance and Audit Committee in March 2020 will receive the final draft for approval.

2.16 The planning process is going to move away from cyclical reviews to be a more dynamic and fully risk responsive plan. The intention is to consider the current risks facing the organisation, the corporate priorities and objectives and to consider external intelligence around emerging risks from a wider business perspective.

- 2.17 The Corporate Risk Register and Corporate Plan are going to be the primary driving force of planned audit activity, but given the scale of project work within the Combined Authority, audit intends to continue the recently started rolling programme of reviews against the Assurance Framework and will also contribute to any review of the Framework itself.
- 2.18 A further update will be brought to this Board in April 2020.

Overview and Scrutiny Committee

- 2.19 At its last meeting the Overview and Scrutiny Committee considered and were content with the work undertaken on the annual review of the Assurance Framework which is required as part of the Local Growth funding agreement. The framework covers discretionary projects and programmes funded from Government or local sources that flow through the LEP and the Combined Authority.
- 2.20 The Combined Authority approved the substantive form of the draft Assurance Framework on 6 February 2020 and authorised the Managing Director to finalise the content in consultation with the Chair of the Combined Authority and the Chair of the LEP Board and to submit the document to Government by 28 February 2020.

3. Clean Growth Implications

- 3.1 The need to meet clean growth objectives is recognised in the risk register.

4. Financial Implications

- 4.1 As set out in the report.

5. Legal Implications

- 5.1 None arising directly from this report.

6. Staffing Implications

- 6.1 None arising directly from this report.

7. External Consultees

- 7.1 None.

8. Recommendations

- 8.1 That the LEP Board note the corporate performance information provided.

9. Background Documents

9.1 None.

10. Appendices

Appendix 1 – 2019/20 revenue spend against budget

Appendix 2 – 2019/20 Corporate performance update (KPI & risk)

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Combined Authority risk appetite levels

	Low ↔ High Appetite					
	1	2	3	4	5	
Legal Compliance and Regulation	1					This is something for which the Combined Authority has no appetite for and expects minimal exposure to risk. Where it relates to a service which must be provided, significant controls must be in place.
Safety and Security	1					
Finance and Resources		2				There is a preference for what are deemed to be 'safe' options where there is a reduced degree of risk. Good controls are expected to be in place where risk remains.
Reputational		2				
Environmental		2				
Service Delivery and Operational			3			The Combined Authority accepts a level of risk may remain in the delivery of services in pursuit of our corporate priorities. The chosen option must present a healthy level of reward in relation to the risk faced.
Transformational Change				4		This is an area in which the Combined Authority has an increased appetite for risk. More uncertainty can be tolerated in seeking opportunities for improvement, commercialisation or innovation.
Development and Regeneration				4		

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Corporate risk summary

		Probability	Impact	Mitigation summary	
Very high 	CRR - SD1	<p>There is a risk that we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, due to over-optimistic profiles, capacity within District partners and recruitment and retention challenges.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Significant monitoring and controls in place through PMO • Continuing support through 'District Pool' project resource • Call for projects to ensure healthy pipeline of projects/ programmes (2017) • Reviewing WY+TF portfolio with Chief Highways Officers • Review of housing outputs underway with district partners
	CRR - SD2	<p>There is a risk that there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, due to uncertainty surrounding the UK's future relationship with the EU.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Brexit working group in place with Director representation and links to West Yorkshire Resilience Forum • Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages • Communications and media campaign has increased to focus on effective signposting and support • Monitoring of legislative developments • Additional grant funding available to support local businesses • Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy. • Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption
	CRR -FR3	<p>There is a risk that the Combined Authority does not secure an enhanced devolution deal or secure extensions to current funding agreements, due to government policy and failure to secure local agreement.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Devolution discussions continuing as a key priority • Development of pipelines to be 'bid' ready • Development of devolution 'Asks'.
	CRR - SD5	<p>There is a risk that there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy (Brexit; major change in govt policy).</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued dialogue with Government • Policy and Strategy directorate continuing to monitor emerging national trends • Continued work with local LEPs and Combined Authorities

		Probability	Impact	Mitigation summary	
12 High x6	CRR-FR1	There is a risk that key services will cease and the knowledge and expertise we have developed to deliver them will be lost, due to uncertainty surrounding the availability and timing of future funding streams.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Ongoing budget discussions with District partners • Ongoing devolution discussions with key stakeholders and Government, including the UK Shared Prosperity Fund • Regularly reviewing additional funding opportunities • Preparation of a submission to the 2020 Spending Review • Ongoing liaison with BEIS/DIT regarding continued funding
	CRR-DR1	There is a risk that a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, due to current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Contractual KPIs & penalty clauses • Agreed escalation routes in contracts • Ability to de-scope via change requests with partner buy-in • Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy • Regular financial checks in place through Procurement & contract/loan monitoring • External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals
	CRR-FR2	There is a risk that there is insufficient floorspace to generate projected business rates income, due to challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Progress policy gap workstreams in parallel with Delivery • Progress detailed due diligence & potential funding/overage agreement negotiations • Identify other potential land/property income streams for GD monies
	CRR-SS1	There is a risk that a major accident or injury occurs at a Combined Authority facility, due to the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> • Health and safety policies, procedures and processes in place • Staff training • Ongoing review of Health and Safety risks • Working with district emergency planning units to share knowledge and develop joint plans • Continued working with police on preventative measures • Business Continuity and Disaster Management workshops taking place at corporate level
	CRR-DR2	There is a risk that significant travel disruption arises from the implementation of major transport investment programmes, due to their intrusive nature, and a lack of effective communication or co-ordination.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Close working with programme sponsors on phasing out of construction • Mitigating travel arrangements • Creation of a 'travel demand management plan' to inform and influence travel behaviours • Economic analysis taking place to further assess current situations and potential future risks
	CRR-SD3	There is a risk that there is a substantial reduction or alternation of services to customers, due to the business failure, sale, or substantial change in bus/rail providers.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Close relationships with operators to obtain early warnings • Dialogue with DFT, TFN • Work commissioned and in progress to consider future bus options

		RED	significantly off track and at risk of not being achieved
		AMBER	at risk of not being fully achieved, intervention measures in place
		GREEN	considered to be completed/on track to be complete/achievable
West Yorkshire Combined Authority Corporate Plan 2019/20: Results for Apr - Nov 2019			
Corporate Plan Commitment (We will)	Target	Apr - Nov/Dec 2019 results and RAG status	Notes
Corporate Plan Key Performance Indicators			
Invest in services and projects worth £398 million to benefit local people and the economy	£398,000,000	£138.8m	Combination of revenue and capital spend.
Support 3,000+ businesses	3000+	2236	
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000	£17.4m (Q1&2 Only)	This figure is reported quarterly only and represents Quarter 1&2. The current forecast for spend is below target and as such mitigating actions are currently being developed and put in place.
Enable 20 million passenger journeys per year	20,000,000		On track to deliver 15% of all social necessary journeys, which last year equated to 20 million passenger journeys
Support 18,000 disadvantaged students	18,000	11,937	On track
Complete projects to warm 750 homes and make them more energy efficient	750	526	Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
Boosting productivity			
Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present	Ongoing throughout 2019/20		Action plan in place and some new/adapted products and services have been developed, including the recruitment of additional Growth Managers to engage with SME business base and development of a scheme to help SMEs access professional and technical advice on Brexit impacts.
Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support)	3025 (1,035)	2236 (887)	On track: 2236 businesses and 887 of these are receiving intensive support.
Develop 5 new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment	5	2	Three programmes in delivery focussed on business resilience, investment readiness and the creative & digital sector with three others in development focussed on resource efficiency, innovation and strategic business planning.
Help 350 businesses to increase their overseas export activity	350	132	Increased priority in response to Brexit opportunities. Additional opportunities to increase activity currently being explored
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20		#Grow, created to support digital businesses with an existing presence in the Leeds City Region who are growing and creating new jobs, was launched at Halifax Digital Festival in September. This compliments the existing #Welcome, which supports digital businesses moving into the City Region.
Attract global investors to the region creating 1,700 jobs	1,700	680	On track
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20	Ongoing	Progress on key development sites. Funding Agreement has been completed with the developer who is mobilising to start on site October 2019 for Gain Lane. An Outline Business Cases for Parry Lane was submitted on 4th Nov 2019 and an FBC+ was submitted for South Kirby by 4th Nov 2019. South Kirby to start on site in March 2020.
Enabling inclusive growth			
Embed inclusive growth principles in our business support programmes, including ensuring 75 per cent of jobs created in businesses receiving grants through our capital grants programme pay the Real Living Wage or above	75%	76%	
Develop an Inclusive Growth Strategic Framework for the City Region	By the end of 2019/20	On track	Draft Framework is being consulted upon with stakeholders. The Framework will provide an economic rationale for delivering more Inclusive Growth in Leeds City Region, in particular against the following four proposed outcomes of: Good Work, Transferable Skills, Connectivity and Wellbeing. The intention is to present the Framework to the LEP and Combined Authority in April
Deliver an enhanced model of employability, enterprise and careers education to disadvantaged young people	18,000	11,937	On track to achieve annual target
Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships	1,000	638 (339)	Businesses engaged in skills products are slightly below target. This is mainly due to the low level of demand for the AGE grant and significant flux in the apprenticeship landscape at a national level. A new Levy Transfer Service has been launched to support SME apprenticeships with outputs likely to be reported in the next financial year.
Connect 5,277 homes and businesses in our City Region to super-fast broadband	5,277	4678	Targeting those areas where broadband infrastructure would not normally be provided on a commercial basis.
Provide accessible transport services for 5,000 people with personalised transport needs	5000 active passengers	4855 active passengers	Following completion of dedicated vehicle refurbishment, there will be a campaign to raise awareness of the services provided and encourage more users with mobility issues or personalised transport needs, to access support transport services.
Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year	40,000	On track	Early indications show we are on track to achieve the targeted number of pupils and young people
Delivering 21st Century transport			
Invest £60 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000	£13.4m (Q1&2 Only)	This figure is reported quarterly only and represents Quarter 1&2.
Continue developing the bus alliance with operators to deliver better and affordable services for passengers	100%	100%	Bus Alliance signed off by Transport Committee on 5th July. Next step before next quarter is for legal agreement to be signed.
Develop plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities	100%	Ongoing	Outline Business Case (OBC) for Elland has been approved. OBC for White Rose approved. OBC in development for LBA for Investment Committee and Combined Authority in February 2020. OBC for Thorpe Park delayed due to Trans-Pennine Route Upgrades. This has been flagged as Amber at a programme level.
Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road	100%	Ongoing	Work on these schemes currently in progress. Glasshoughton Southern Link Road is in delivery, Phase 1 of the York Outer Ring Road has completed. The East Leeds Orbital Road is expected to start on site this year. East Leeds Orbital Road has completed Phase 1, phase 2 (design works) are at handover stage and the main contract for the phase 3 development is to be let imminently.
Continue to influence regional and national transport investment programmes, attracting more investment to our region	Ongoing throughout 2019/20		Ambitious bids submitted to the Transforming Cities Fund and on Future Mobility
Continue to develop our transport services by increasing digital payment options and information displays, to make services easier and more convenient for people to use	Ongoing throughout 2019/20	Ongoing	Delivery of Digital Strategy commenced with development of the MCard QR code ticketing app. User testing is scheduled for February 2020, with the launch of Phase 1 shortly after. When delivered, customers will be able to purchase MCard tickets via their smartphone and no longer require a plastic smartcard. 490 Real time screens are now installed in the Leeds district as part of the Leeds Public Transport Investment Programme (LPTIP). The Bus Information Strategy was approved by Transport Committee in November and a programme of improvements and changes is now in development.
Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year	£34,000,000	£22.5m	YTD MCard sales (off bus) are £18.2m. Whilst still slightly behind last year, sales are improving and have been higher than 2018/19 for the last few months, however, a marketing campaign was delivered in December to promote the use of MCard over the festive period and a price change was introduced in January
Supporting clean growth			
Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme	750	526	Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal	7	6	6 schemes are either in delivery or have completed. 3 further schemes are in development and will move into delivery in 20/21, subject to business cases approval.
Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network	96	61	The team are currently involved in a proactive business engagement campaign to attract new members and are hopeful that the target will be met as a result
Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice	88	65	On track.
Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020	88 ULEV charging points for taxis and making 5.1 per cent of our region's taxis ULEV by 2020	17 installations	17 charging points have been installed to date. 27 installations have commenced, 17 being open to the public. A number of issues with weather and concluding agreements has resulted in delays to delivery. An extension has been approved from Office for Low Emissions Vehicles (OLEV) to extend the programme to 31st July 2020.
Set out how we will work with our partners to achieve ambitious carbon reduction targets for the Leeds City Region, to become a net zero carbon city region by 2038 at the latest, with significant progress by 2030	Ongoing throughout 2019/20		To achieve the target of reaching net zero carbon by 2038, with significant progress by 2030, it is estimated that 209 MtCO2 will need to have been saved. This is equivalent to halving carbon emissions every five years. Projects identified in the Leeds City Region Energy Strategy and Delivery Plan (ESDP) would, if implemented today and in full, save approximately 59 MtCO2, meaning that working with partners across the region to deliver ambitious projects in key sectors is critical. Steps in the current year are crucial to providing the evidence base and direction for this ambition. In particular, science-based targets were established in Q1, followed by extensive stakeholder engagement culminating in a series of industry workshops, the creation of the Climate Coalition and the setting of the target in early-July. Development of a corporate policy and action plan were progressed during Q2, and was endorsed by the CA in October.
Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and generate clean, low carbon energy	10	-	REF2 application submitted & Clean Growth audit is now complete. Corporate Clean Growth Policy and Action Plan approved by the Combined Authority and LEP. The Energy Accelerator is working with 16 low carbon projects that will result in approx. 25000 tCO2 saved annually. An Emissions Reduction Pathways Study has commenced. 4 regional sector specific workshops were held in July. Launched the strengthened Net Zero Carbon City Region Target. Completed a carbon budget study for the City Region. Secured £100k from the Business Rates Pool for Tackling the Climate Emergency. Developing 4 collaborative projects with local authority partners. Developing a domestic energy efficiency scaling up study. Better Homes Yorkshire is on track to deliver energy efficiency improvements in over 1000 homes in 19/20

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 9 JANUARY 2020 AT COMMITTEE ROOM A -
WELLINGTON HOUSE, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift MBE (Deputy Chair)	Calderdale Council
Councillor Andy D'Agorne (Substitute)	York Council
Councillor Judith Blake CBE	Leeds City Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Peter McBride (Substitute)	Kirklees Council
Councillor John Pennington	Bradford Council

In attendance:

Councillor Kim Groves	Chair, Transport Committee
Councillor Peter Harrand	Chair, Overview & Scrutiny Committee
Peggy Haywood	MHCLG (minute 58 only)
Ben Still	West Yorkshire Combined Authority (to minute 57)
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority (to minute 57)
Ruth Chaplin	West Yorkshire Combined Authority
Seamus McDonnell	West Yorkshire Combined Authority (minute 58 only)
Heather Waddington	West Yorkshire Combined Authority (minute 58 only)

51. Apologies for Absence

Apologies for absence were received from Councillors Aspden, Golton, Hall, Jeffery and Pandor.

52. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

53. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 5 and Appendices 1, 2, 3 and 4 to Agenda Item 8 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if

members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

54. Minutes of the Meeting of the Combined Authority held on 10 October 2019

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 10 October 2019 be approved and signed by the Chair.

55. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progress and funding for the following schemes through the Combined Authority's assurance process:

- Leeds Transport Model
- Leeds City Region Skills for Growth
- Bradford Interchange Carriageway Works
- Connecting Innovation
- White Rose Station
- Leeds Bus Station Gateway
- A58 Beckett Street & York Street
- Infirmary Street Gateway
- A660 Holt Lane

It was noted that since the last meeting, decisions on the following schemes have been made by the Investment Committee:

- LTP – Integrated Transport Block – Districts' Programmes
- Bradford Shipley Route Improvement
- Wakefield South East Gateway – Rutland Mills
- Leeds PIPES District Heating Network

Details of all the schemes were provided in the submitted report.

Members noted the update on the current status of the Leeds City College Quarry Hill project which were attached as Exempt Appendix 1. The appendix set out consideration for the completion of the Quarry Hill project and subsequent repayment of the Combined Authority loan and outlined the recommendations of the Investment Committee held on 4 December 2019.

Resolved:

- (a) In respect of Leeds Transport Model Update 2020 -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Transport Model Update 2020 project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval of £600,000 is given from the West Yorkshire plus Transport Fund towards a total scheme cost of £1.2 million with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at Decision Point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (b) In respect of Leeds City Region Skills for Growth –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds City Region Skills for Growth programme proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the Combined Authority's contribution of £2.429 million (which will be funded through £1.464 million from the ESIF fund and £964,925 from the Local Skills Fund is given with full approval to spend being granted once the outcome of the ESIF bid is known and the scheme has progressed through the assurance process to decision point 5. The total project value is £2.929 million with the remaining £500,000 to be raised from business sponsorship.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (c) In respect of Bradford Interchange Carriageway Works -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Bradford Interchange Carriageway Works proceeds through decision point 2 and work commences on Activity 4 (full business case).

- (ii) That an indicative approval to the total project value of £2 million is given from the Local Transport Plan - Integrated Transport Block with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5.
 - (iii) That development costs of £461,400 are approved in order to progress the scheme to decision point 5.
 - (iv) That the Combined Authority enter into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure up to £300,000.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (d) In respect of ERDF – Connecting Innovation -
That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the ERDF Connecting Innovation project proceeds through decision point 2 and work commences on Activity 5 (full business case).
 - (ii) That an indicative approval of £2,779,846, comprised of £750,961 from the Access to Capital Grants element of the Local Growth Fund and £2,028,885 from the European Regional Development Fund. The total project costs are £4,057,771 million, with Small Medium Enterprise match funding of £1,277,925 million.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (e) In respect of White Rose Station -
That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the White Rose Station project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

- (ii) That indicative approval to the total project value of £5 million has been given from the LPTIP fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That development costs of £2.611 million are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the total project approval to £3.111 million.
 - (iv) That the Combined Authority enters into a Funding Agreement with the developer for expenditure of up to £1.9 million from the LPTIP Fund.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (f) In respect of Leeds Bus Station Gateway -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Public Transport Improvement Programme Leeds Bus Station Gateway project proceeds through decision point 3 (outline business case) and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £4.984 million is given from the Leeds Public Transport Investment Programme fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That development costs of £350,000 are approved in order to progress the scheme to decision point 5.
- (iv) That the Combined Authority enters into a variation to the Funding Agreement with Leeds City Council for release of expenditure of £350,000 from the LPTIP Fund for further project development.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme

Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(g) In respect of A58 Beckett Street & York Street -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A58 Beckett Street and York Street proceeds through decision point 3 (Outline business case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £14.536 million is given from the Leeds Public Transport Investment Programme fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(h) In respect of LCCP Infirmary Street -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Infirmary Street Gateway scheme proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £8.90 million is given from the West Yorkshire plus Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That future approvals are made in accordance with the Assurance pathway and Approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(i) In respect of LPTIP: A660 Holt Lane -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A660 Holt Lane project proceeds through decision point 5 and work commences on activity 6 (Delivery).
 - (ii) That approval to the total project value of £1.150 million is given from the LPTIP fund.
 - (iii) That the Combined Authority enters into an addendum to the Funding Agreement with Leeds City Council for expenditure of up to £1.150 million from the LPTIP Fund.
 - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (j) In respect of Leeds City College, the Combined Authority approves the recommendations of the Investment Committee on the 4 December 2019 as outlined in Exempt Appendix 1 of the submitted report.

56. Draft Budget & Business Plan 2020/21

The Combined Authority considered a report of the Director, Corporate Services which provided outline directorate business plans and the proposed draft revenue and capital budget for 2020/21.

The draft business plans for each directorate, which were attached at Appendix 1, were noted. These set out the priorities and focus for the coming year, aligned with the four corporate objectives. In respect of the 'supporting clean growth' objective, Members agreed the proposal for this to be renamed 'tackling the climate emergency'.

Members discussed the proposed draft revenue budget for 2020/21 attached at Appendix 2 which had been produced following scrutiny and input from the Authority, with the detail being overseen by the Budget Working Group. It was noted that work was continuing and external engagement through the YourVoice portal on the Authority's website was being carried out. It was suggested that a link to the portal be provided in the Members' newsletter. Reports would also be considered by the Overview and Scrutiny and Governance and Audit Committees.

The draft capital budget was attached at Appendix 3 and set out the latest draft forecast budget for capital expenditure and funding by programme up to 2022/23.

The final business plan and budget for 2020/21 including the reserves policy and treasury management statement will be brought to the next meeting on 6 February 2020.

Resolved:

- (a) That the draft business plan and revenue budget proposals for 2020/21 and draft capital budget be noted.
- (b) That the amended corporate priority of 'Tackling the Climate Emergency' be agreed.

57. Governance Arrangements

The Combined Authority considered a report of the Director, Corporate Services on the following governance issues:

- Changes to Wakefield Council's Combined Authority member, substitute member and West Yorkshire & York Investment Committee member.
- To appoint the Chair of the West Yorkshire & York Investment Committee.
- To appoint a Combined Authority member to the Transport Committee.
- To approve the appointment of 3 additional non-voting members to the Employment & Skills Panel to represent education and training providers.

Resolved:

- (a) That the changes in Wakefield Council's appointments to the Combined Authority and the West Yorkshire & York Investment Committee as detailed in paragraph 2.1 of the submitted report be noted.
- (b) That Councillor Denise Jeffery be appointed as Chair of the West Yorkshire & York Investment Committee.
- (c) That Councillor Denise Jeffery be appointed as the Combined Authority's member to the Transport Committee.
- (d) That a further two additional non-voting members be appointed to the Employment & Skills Panel to represent education and training providers as detailed in Appendix 1 to the submitted report.

58. European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)

The Combined Authority considered a report of the Director, Corporate Services on the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

It was reported that the Investment Committee had considered the detail of the projects and endorsed the advice and selection decisions which included

the assessment of one full application and two outline applications which were attached as Exempt Appendices 2-4 of the submitted report.

In its role as the Intermediate Body (IB), the Combined Authority discussed the advice and recommendations provided in the exempt appendices. In respect of Exempt Appendix 3, it was agreed that a decision be delegated to the Investment Committee pending further information being provided to them for consideration.

Resolved:

- (a) That the advice included in the outline assessment form and any respective conditions at Part 3 of Exempt Appendix 2 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme.
- (b) That a decision on Exempt Appendix 3 be delegated to the Investment Committee pending further information being provided to them for consideration at a future meeting.
- (c) That the advice included in the full assessment form at Part 2 of Exempt Appendix 4 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme to allow the Managing Authority to issue a funding agreement subject to the proposed conditions set out in the full assessments being fully met.

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